

# DRAFT MFOLOZI MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2014/15



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## A. EXECUTIVE SUMMARY

### 1. INTRODUCTION

#### 1.1. OVERVIEW OF THE MUNICIPALITY

Mfolozi Municipality is situated within the uThungulu District Municipality in the north-east of KwaZulu-Natal and covers an area of approximately 1,209km<sup>2</sup>. It is one of six municipalities within the District Municipality. The N2 national road passes through the Municipality which connects it to major towns such as Richards Bay and Durban. The significance of this road to the Municipality is that it serves as the major economic corridor in the area.

	Census 2001	CS 2007	Global Insight 2010	Census 2011
<b>Population</b>	106,942	118,081	121,160	122889
<b>Households</b>	19,143	21,632	23,162	25584
<b>Av. Household Size</b>	5.5	5.4	5.23	5

The municipality has an estimated population size of 122889 of which 52% are women. The average population density is estimated at 88 people per km<sup>2</sup>.

The Municipality is adjacent to Richards Bay and Empangeni Complex. Its borders are: the Indian Ocean to the east; Umfolozi River to the north; Mhlana Tribal Authority to west and UMhlathuze Municipality to the south. It is

characterized by three geographical districts portions which are: coastal: Sokhulu-Mfolozi Traditional Authorities; Commercial Plantations along the N2 and Mhlana Traditional Authority to the west.

The Mfolozi Municipal Area comprises a long flat coastal plain rising gently from the coast towards the west where it reaches a height of approximately 200 masl (metres above mean sea-level), the highest point being Kwamendo in the west at 381 masl. The coastal plain is interspersed by high dunes and is further characterized by a number of short perennial rivers that originate within the area and either drain northwards towards the Umfolozi River or towards the coastal lakes in the vicinity of Richards Bay to the south. Two coastal lakes lie within the area, Lake Nhlabane on the coast and Lake Eteza towards the north."

"The topography of Mfolozi is characterised by slopes and hills which pose a challenge in accessibility and speedy delivery of basic services because of the settlement patterns. The main rivers running across Mfolozi are the Mfolozi River which runs from the north-east to the east of the municipal area.

The population settlement trend is that people are generally settled in Traditional Authority areas.

Mfolozi has a very youthful population., accounting for 58.4% or 71930 persons between the ages of 0 to 24 This has a implication in terms of types of services that might be needed to cater for this age group which impacts on the Municipal budgeting thereof.

There has been a significant increase in the number of pensioner headed households since 2007 from 32.43% to 46.84%, however the 2011 statistics indicate a decrease to about 37% pension headed households. Some reasons for this trend could be (1) parents working elsewhere, (2) deceased parents (3) the traditional culture of extended families as well as the (4) effects of migrant labour.

In 2001, 30% of the total adult population in the Municipality had no formal education. This percentage has decreased to 24% in 2010. In 2011 1% had access to basic adult education. And those who have access to formal education has increased to 31%.

The incidence of HIV/Aids seems to have stabilized, this is in line with the notion that the disease is reaching maturity. The incidence of HIV/Aids reached its highest level in 2004, whereafter a decrease is observed. This could also be the result of the positive impact that the distribution of anti-retroviral medication had in the Municipal Area.

## 1.2. KEY CHALLENGES

The main challenges for the Municipality as per the situational analysis in this IDP relate to lack and or poor infrastructure services i.e. Water, Electricity, Roads, socio economic spatial and housing issues as well as the issues around social facilities and services. The following is the summary of key priority issues identified

**Spatial :** Ensure arable land is used productively

**Roads:** Most of the wards, especially those that have gravel roads dilapidated state of gravel roads and access roads. There is a dire need for the assessment of households and social amenities that does not have access within 500 m, there is a need for Integrated rural road maintenance and upgrade of the entire existing road infrastructure throughout the municipal area;

**Water & Sanitation: Financial Viability and Revenue Enhancement:** The lack of portable water has been identified as a pressing need for rural communities

**LED:** Lack of Investigate and support to ensure viable agribusiness development

Lack of Support for the establishment of facilities for value added agricultural products.

### **Institutional arrangement &: Organizational Capacity:**

**Social Services:** The Municipality has mostly focused on developing Community Halls, small playgrounds and crèches. This has resulted in some social facilities being excluded like clinics, ICT centres etc. The structures that are built are poorly maintained due to budgetary constraints

### **Youth and Woman empowerment:**

**Spatial Distortion & Inequalities:** 60% of the land falls under traditional leadership the 40% left is privately owned by commercial farmers. The privately owned land traverses the N2 and therefore easily accessible. The coastal areas of Mfolozi have a dual system that exist there it is in state owned land however there is a chiefancy that exists within the same area. There is haphazard development within this region due to the fact that the area naturally grew no formal planning was ever done.

**Environmental Management & Natural Resource :** There is lack of capacity within the Municipality to deal with Environmental Management issues and the Municipality have no Strategic Environmental Planning and Management tools to inform decision making i.e. EMF, Coastal Management Plan.

**Human Settlement:** The municipality is faced with a challenge of increasing population and low delivery of services especially in the coastal area. This is due to the fact that the area is rapidly growing, there is overcrowding and formal planning still needs to be done for the area.

**Tourism:** There is no tourism Development plan or strategy therefore the Mfolozi Municipality is unable to develop its tourism sector.

### 1.3. MUNICIPAL STRATEGIC GOALS TO MITIGATE CHALLENGES

Promoting good governance and institutional transformation  
Providing social and economic infrastructure  
Eradicate basic services backlog Water, Sanitation, Electricity, Waste Removal  
Improving quality of life for our citizens  
Fighting poverty and underdevelopment  
Promote & Stimulating Economic Growth & Urban renewal  
Enhancing Revenue and financial viability  
Promoting safety and security  
Partnership against HIV and AIDS  
Enhancing public participation on matters of Government  
Environment Sustainability  
Providing sustainable human settlement  
Organizational development and capacity building  
Creating enabling environment for investment and job creation

### 1.4. THE OPPORTUNITIES WE OFFER

#### LOCATION:

Mfolozi Municipality is strategically located within the N2 Corridor. It is within close proximity to Richards bay port and has been earmarked as a growth point for the Richards Bay Industrial Development Zone.

#### NATURAL ENVIRONMENT:

The Mfolozi Municipality has rich coastal forest which have been rehabilitated mine areas for Richards Bay Minerals. It links into the the Simangaliso wetland area from nhlabane. The coastal area is protected and not affected by Development within the Mbonambi tribal area.

#### CULTURE AND HERITAGE

Cultural and Heritage Tourism is a tool of economic development that achieves economic growth through attracting visitors from outside a host community, who are motivated wholly or in part by interest in the historical, artistic, scientific or lifestyle/heritage offerings of a community, region, group or institution. Such travel is focused upon experiencing cultural environments, including landscapes, the visual and performing arts and special lifestyles, values, traditions, and events.

uMfolozi Municipality is very rich in terms of Culture and Heritage tourism. There are heritage events and sites within uMfolozi Municipality such as:-

- ❖ uMkhosikaNomkhubulwano (Sokhulu)
- ❖ Ntongande Hills (KwaMbonambi)
- ❖ King Dingiswayo grave (KwaMthethwa)
- ❖ Mgomane's grave (KwaMthethwa)
- ❖ Isihlahlasohlanya at KwaMthemthwa,
- ❖ Heritage day on the 24<sup>th</sup> September,
- ❖ Cultural day by our local schools.
- ❖ Mananga Heritage site

#### CULTURAL EVENTS

There are traditional events which usually occur within the Mfolozi communities, events such as uMemulo, Zulu Traditional Dance, Zulu wedding and recreational activities e. g stick fight (Induku). Video shooting for these events are done to attract the existing and potential tourists.

#### INFRASTRUCTURE

Mfolozi Local Municipality enjoys excellent regional transportation linkages with the national road – N2 – serving the province, the two major ports of Durban and Richards Bay, This also links it with other countries like Swaziland and Mozambique, the railway line which serves as an important link between the ports as well as the hinterland parts of South Africa, and the airports.

## AGRICULTURE

The agricultural sector in Mfolozi Municipality is dominated by forestry 40% of the area is within commercial Agriculture. There is also an emerging sector on small scale agriculture farming through the municipality and a number of co-operatives have been established and are supported through the LED initiatives of the Municipality.

### 1.5. STRATEGIES FOR IMPROVEMENT

To address the challenges we face and to maximise on the opportunities within the Mfolozi area this IDP specifically highlights the following strategic thrusts and all development must achieve or contribute to the following:

- Promoting development and investment that contribute to the regeneration and renewal of the CBD. The Municipality has commissioned Urban and Regeneration Strategy or Urban Development Framework.
- Implementing shared service focusing on bridging the capacity gap in Planning and GIS functions through the District.
- Promoting and facilitating tourism Development within the Mfolozi Municipality.
- Promoting investment within defined nodes.
- Promoting investment in industrial investment hubs and provide for sufficient, affordable, reliable infrastructure services.
- Encouraging settlement within the rural context along road networks and existing infrastructure.
- Exploring and promoting PPPs as a means to delivery services.

- Establishing cooperatives to maximize economic opportunities in the agricultural sector.
- Preserving and protecting the natural environment must be preserved and protect and applying conservation management.
- Ensuring the regular maintenance and upgrade of existing infrastructure.
- Ensuring sustainable livelihoods through the integrated development of all the assets of the Municipality, i.e. human capital, social capital, natural capital, physical capital, financial capital and political capital.

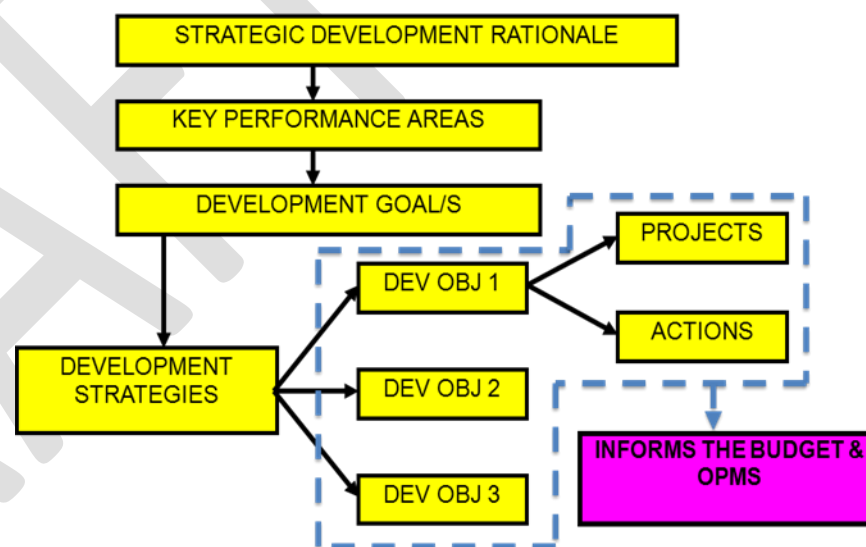


Figure 1: Developing Mfolozi' strategies

### 1.6. MFOLOZI MUNICIPALITY 5 YEARS FROM NOW

Mfolozi Municipality is strongly committed to develop its character as an area of scenic beauty and strong developmental contrasts. As a potential and growing tourist destination it will enhance its visual and aesthetic appeal. The municipality aims at improving physical and functional integration by establishing a functional town centre. The Mfolozi municipality aims at increasing economic efficiency of the Municipal area and ensuring that there is improved investor confidence therefore attracting more development to occur within the area. With the expansion of the RBIDZ Mfolozi Municipality will grow its industrial base and this might even cause a shift in the predominant sector which is agriculture to Industrial.

## B. PREPARATION

The comprehensive IDP for the five year circle 2012- 2017 was prepared and tabled before Council for adoption in 2012 in accordance with the chapter 5 Municipal systems Act No 32 of 2000. Mfolozi Municipality is of the opinion that although IDP is a five year plan, it must be contextualised in an enabling planning horizon of a long term vision in order to make resources sense. IDP should deliver to a said vision. The Vision should be based on a planning horizon of 30 years divisible into 6 sets of five year IDP's

The 2012-17 IDP is the third Generation of IDPs as a cogta initiate that states that in this 3<sup>rd</sup> round of IDP's municipalities should be focusing on service delivery and sustainable development.

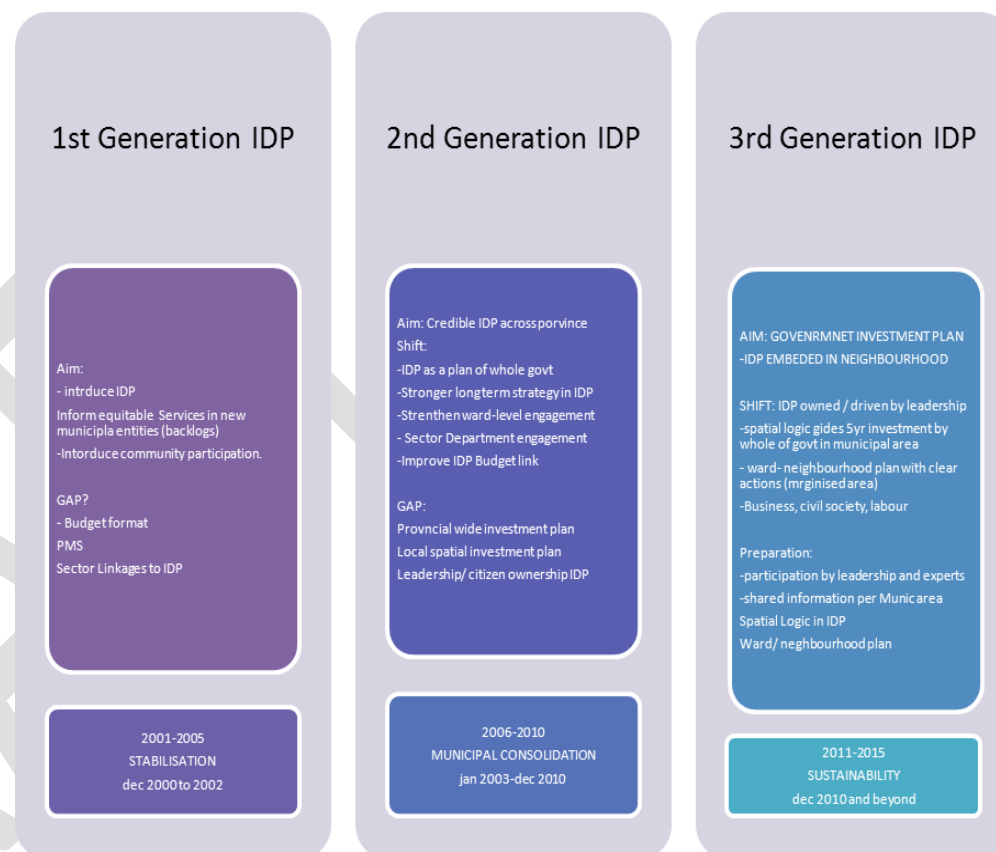
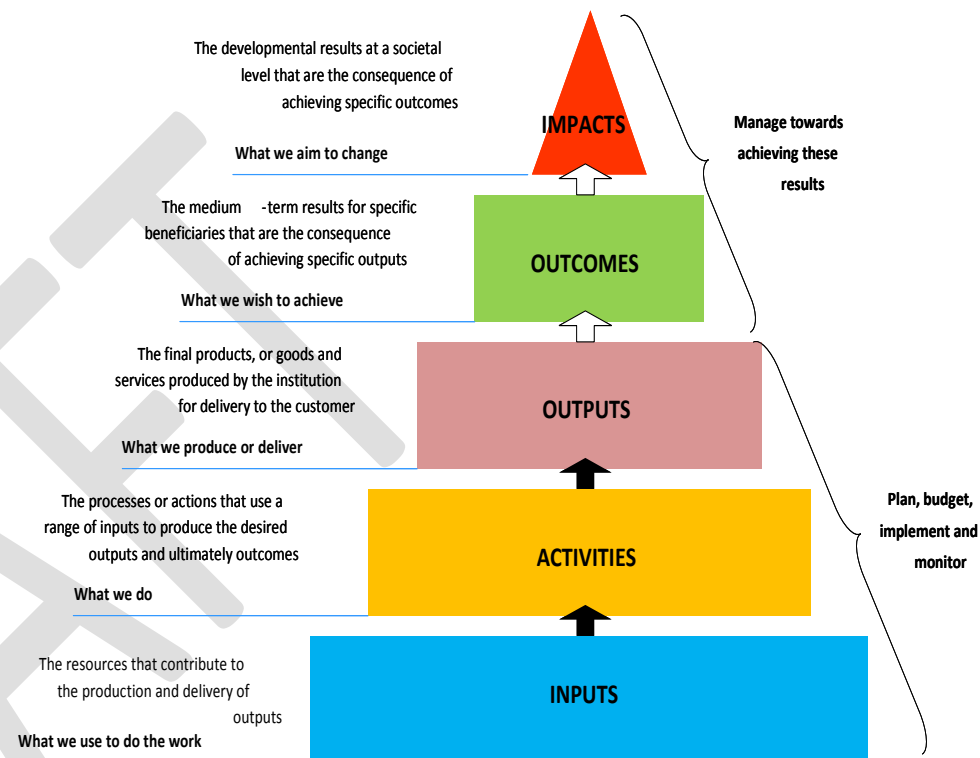


Figure 2: 3<sup>rd</sup> Generation IDP (source : COGTA)

The first generation of IDP's was the first round of IDPs' and lacked any linkages with the budget, they were prepared for compliance purpose. These documents were the first to incorporate community participation in local government sector within the municipalities. However they lacked any form of a performance management mechanism therefore no monitoring tool. The second Generation of IDPs were moving into the consolidation phase which



meant that there was a bit more sector involvement in the IDP documents. There was an improvement in terms of linkages with the IDP and Budget. This second round of IDPs also started looking into linking the budget and IDP by the introduction of Service delivery and budget implementation plans linked to a performance management system. The third Generation (and current round) IDP will proactively guide the next 5 years in a much more informed and realist manner. This generation of IDP's focuses on sustainability. It encompasses the objectives of both national development priorities and provincial growth and Development strategies.



## 1.1 SPATIAL PLANNING AND DEVELOPMENT PRINCIPLES

Development / investment must only happen in locations that are sustainable.

Balance between urban and rural land development in support of each other.

The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes, whilst also promoting densification.

The direction of new development towards logical infill areas.

Rural settlements should be developed to an acceptable standard of services and infrastructure.

Compact urban form is desirable.

Development should integrate social, economic, institutional and environmental aspects.

Sensitive, vulnerable, highly dynamic or stressed ecosystems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner.

Stimulate and reinforce cross boundary linkages.

Basic services (water and sanitation) must be provided to all households.

Development / investment should be focused on localities of economic growth and/or economic potential.

In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes.

Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres.

Land development procedures must include provisions that accommodate access to secure tenure.

Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised.

Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development

If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity.

During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy , must be promoted.

Environmentally responsible behavior must be promoted through incentives and disincentives

The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities.

## 1.2 THE MUNICIPAL SYSTEMS ACT, 2000 (ACT NO. 32 OF 2000) (MSA)

The key legislation in terms of the preparation of IDPs is the **Municipal Systems Act (Act 32 of 2000) (MSA)**. Section 26 of the MSA compels all

municipalities to prepare an Integrated Development Plan (IDP) as the primary and overriding management tool. In terms of Section 26 of the MSA, some of the core components that an integrated development plan must reflect are:

The municipal council's vision for the long term development of the municipality.

An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services.

The council's development priorities and objectives, including its local economic development aims and its internal transformation needs.

The council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation.

A Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality.

Key performance indicators and targets determined through an organizational performance system based on the priorities identified in the IDP.

Mfolozi Municipality has prepared its IDP in terms of Chapter 5 of the MSA which gives guidance as to the preparation of IDPs by Municipalities. Mfolozi Municipal IDP is a strategic plan for the municipality which aligns the development goals of the municipality with the financial resources that the municipality has. As part of the IDP, the municipality should assess the levels of existing development, formulate strategies for development and align its strategies with the financial plan of the Municipality. The MSA provides that the planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected

municipalities and other organs of state so as to give effect to the principles of co-operative government contained in section 41 of the Constitution.

### 1.3 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet in March 2003.

Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance. On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all.

### 1.4 THE SPATIAL PLANNING AND LAND USE MANAGEMENT ACT.

The Spatial Planning and Land Use Management Bill, 2011, sets out the following spatial planning and land use management principles:

The principle of spatial justice, whereby-

past spatial and other development imbalances are redressed through improved access to and use of land;

Spatial Development Frameworks and policies at all spheres of government address the inclusion of persons and areas that were previously excluded, with

an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation;

spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons;

land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;

land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and

where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application;

The principle of spatial sustainability, whereby spatial planning and land use management systems must-

promote land development that is within the fiscal, institutional and administrative means of the country;

ensure protection of the prime and unique agricultural land, the environment and other protected lands and the safe utilisation of land;

promote and stimulate the effective and equitable functioning of land markets;

consider all the current and future costs to all parties for the provision of infrastructure and social services in land developments;

promote land development in locations that are sustainable and limit urban sprawl;

result in communities that are viable;

The principle of efficiency whereby-

Land development optimises the use of existing resources and infrastructure;

Decision-making procedures are designed with a view to minimising negative financial, social, economic or environmental impacts; and

Development application procedures are efficient and streamlined and time frames are adhered to by all parties;

The principle of spatial resilience whereby flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks; and

The principle of good administration whereby:-

All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;

No government department may withhold their sector input or fail to comply with any other prescribed requirements during the preparation or amendment of Spatial Development Frameworks;

The requirements of any law relating to land development and land use are met timeously;

The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and

Policies, legislation and procedures must be clearly set out and inform and empower citizens.

## 1.5 THE NEW GROWTH PATH: THE FRAMEWORK

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by

Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.

Developing a policy package to facilitate employment creation in these areas, above all through:

A comprehensive drive to enhance both social equity and competitiveness;

Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and

Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

In essence, the aim is to target our limited capital and capacity at activities that maximise the creation of decent work opportunities. To that end, we must use both macro and micro economic policies to create a favourable overall environment and to support more labour-absorbing activities. The main indicators of success will be jobs (the number and quality of jobs created), growth (the rate, labour intensity and composition of economic growth), equity (lower income inequality and poverty) and environmental outcomes.

The state must coordinate its efforts around core priorities rather than dispersing them across numerous efforts, however worthwhile, that do not

contribute to a sustained expansion in economic opportunities for our people. These are the core characteristics of a developmental state.

The requisite policy stability and coherence will be supported by effective social dialogue that helps establish a broad consensus on long-run policy goals and a vision for the country, and facilitates the necessary tradeoffs and sacrifices by ensuring a visibly fair distribution of the benefits from growth. Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective strategies that are realised without endless debates and delays. That, in turn, means government must both strengthen its own capacity for engagement and leadership, and re-design delivery systems to include stakeholders meaningfully.

The growth path therefore proposes strategies:

To deepen the domestic and regional market by growing employment, increasing incomes and undertaking other measures to improve equity and income distribution, and

To widen the market for South African goods and services through a stronger focus on exports to the region and other rapidly growing economies.

The measures in the New Growth Path, taken together, constitute a key means to address the income inequalities in our society. They place decent work (more and better jobs) at the centre of the fight against inequality but also include measures such as skills enhancement, small enterprise development, wage and productivity gain-sharing policies, addressing the excessive pay gap between top and bottom, progressive taxation and support for the social wage, meaning public services targeted primarily at low-income households.

The connection between economic and social measures needs to be further strengthened. In addition to their important social goals, basic and secondary education plays a critical role in long-run equality, access to employment and competitiveness. So does investment in health, including effective measures to

address HIV/AIDS. Government has prioritised health and education investment and delivery. While the detailed measures are not spelt out in the New Growth Path, these services are critical success factors for this employment-rich strategy.

### **Jobs Drivers**

If we can grow employment by five million jobs by 2020 (around three million more than the anticipated growth if we extrapolated from 2002 to 2009), over half of all working-age South Africans would have paid employment and narrow unemployment would drop by 10 percentage points from 25% currently to around 15%.

The jobs drivers we have identified are:

Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.

Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services.

Taking advantage of new opportunities in the knowledge and green economies.

Leveraging social capital in the social economy and the public services.

Fostering rural development and regional integration.

In each of these areas, we will have to make a special effort to generate opportunities for young people, who face the highest unemployment rate.

As a first step, we will prioritise efforts to support employment creation in the following key sectors:

Infrastructure

The agricultural value chain

The mining value chain

The green economy

Manufacturing sectors, which are included in IPAP2, and

Tourism and certain high-level services.

### **1.6 “BREAKING NEW GROUND”: FROM HOUSING TO SUSTAINABLE HUMAN SETTLEMENTS**

Poverty is understood to involve three critical dimensions: *income*, *human capital* (services and opportunity) and *assets*. Housing primarily contributes towards the alleviation of asset poverty.

“Sustainable human settlements” refer to:

*“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”.*

The present and future inhabitants of sustainable human settlements, located both in urban and rural areas, live in a safe and a secure environment and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services. Land utilization is well planned, managed and monitored to ensure the development of compact, mixed land-use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport in cases where motorized means of movement is



imperative. Specific attention is paid to ensuring that low-income housing is provided in close proximity to areas of opportunity. Investment in a house becomes a crucial injection in the second economy, and a desirable asset that grows in value and acts as a generator and holder of wealth. Sustainable human settlements are supportive of the communities which reside there, thus contributing towards greater social cohesion, social crime prevention, moral regeneration, support for national heritage, recognition and support of indigenous knowledge systems, and the ongoing extension of land rights.

In line with the NSDP and the Draft National Urban Strategy, the Department will enhance its contribution to spatial restructuring:

#### 1.7 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (CRDP)

The National Department of Rural Development and Land Reform (DRDLR) has been given the mandate by the President of South Africa to develop a Comprehensive Rural Development Programme (CRDP) throughout the country. To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a co-ordinated and integrated broadbased agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that “sustainable and vibrant rural communities” are succeeding throughout South Africa.

Below is a three pronged strategy to ensure that the Department achieves its objective (Agrarian transformation, Rural development and Land reform):

**The Agrarian transformation** includes, but is not limited to the following:

Increased production and the optimal and sustainable use of natural resources including land, grass, trees, water, natural gases, mineral resources etc;

livestock farming (cattle, sheep, goats, pigs, chickens, turkey, game, bees, fish, etc), including the related value chain processes;

cropping (grain, vegetables, fruit, spices, medicines, etc), including the related value chain processes;

the establishment and strengthening of rural livelihoods for vibrant local economic development;

the use of appropriate technology, modern approaches and indigenous knowledge systems; and

food security, dignity and an improved quality of life for each rural household.

Rural development includes, but is not limited to the following:

Improved economic infrastructure:

Roads, railways, ports;

shearing sheds;

dipping tanks;

milk parlours;

community gardens;

production/marketing stalls;

fencing for agricultural purposes;

storage warehouses;

distribution and transport networks;

electricity networks;

communication networks (land lines, cell phones, radio, television, etc);

irrigation schemes for small scale farmers;

water harvesting, water basin and water shed management systems (dams etc);

post office services and internet cafes;

rural shopping malls.

Improved social infrastructure:

Social mobilization to enable rural communities to take initiatives;

establish savings clubs and cooperatives for economic activities, wealth creation and the productive use of assets;

communal sanitation and ablution systems to improve health conditions;

access to resourced clinics;

sport and recreation facilities especially for women and youth development;

rural libraries to promote a reading culture;

rehabilitation and development of schools as centres of excellence;

community halls and museums;

non-farming activities to strengthen rural livelihoods;

ABET centres for capacity building and appropriate skills development;

leadership training, social facilitation and conscientious awareness for CRDP and socio-economic independence;

democratise rural development, participation and ownership of all processes, projects and programmes;

co-ordination, alignment and cooperative governance (local municipalities, traditional councils, provincial government);

participation of NGOs, including faith-based organisations, community-based organizations and other organs of civil society;

social cohesion and access to human and social capital.

Land reform includes, but is not limited to the following:

Increasing the pace of land redistribution:

Provide increased access to land for previously disadvantaged people, through the redistribution of 30% of white-owned agricultural land;

review the land reform products and approaches (LRAD, SPLAG, LASS, PLAS, ABP, LARP, etc) for greater effectiveness and relevance to the CRDP, including the implementation of related policies (use-it-or-lose-it, leasing, post settlement support, etc);

review land acquisition processes (value for money for each hectare of land bought, proposal for a special land commission for an audit of privately owned agricultural land, the productive use of land transferred to the landless, the effective development and beneficiation of the land reform beneficiaries.

Increasing the pace of land tenure reform:

Fast-track the settlement of labour tenant claims, especially in KwaZulu-Natal and Mpumalanga;

facilitate secure access to land by farm dwellers;

protect the land rights of farm workers and create decent jobs on farms;

deal effectively and promptly with illegal evictions;

establish agri-villages for local economic development on farms;

provide basic needs for farm dwellers, including water, sanitation, electricity, housing, etc;

implement CLARA to stimulate economic growth in traditional communities in the former homeland areas, while promoting efficient use of land and the sustainable use of natural resources;

deal effectively with State land administration;

provide support and capacity building to farm dwellers.

Speeding up the settlement of outstanding land restitution claims:

Provide an analysis of outstanding claims (nature and type), indicate related challenges and how these should be addressed to speed up the finalization of claims and indicate clearly what is possible by the year 2011 (including what will be still outstanding, if any);

adopt a developmental approach to the settlement of restitution claims to demonstrate a contribution to the CRDP;

develop a strategy to deal with land claims in the Land Claims Court, to ensure that these are “winnable strong cases” setting good precedent and appealing cases that may set a bad precedent;

ensure sustainability, beneficiation and contribution to poverty eradication, economic growth and the creation of employment opportunities, as well as the vibrancy of land restitution projects, going forward.

Effective support to all land reform programmes through land planning and information:-

Provide a reliable and efficient property/deeds registration system; improving it by modernizing and digitizing the cadastres (e-cadastre);

contribute to economic growth and housing development by providing government and private agents with essential land information to engage in planning as well as economic transactions;

provide a basis for the design of a land value tax, land valuation and sustainable land management;

provide surveys and mapping services to various clients for different needs;

provide spatial planning information and services to local municipalities and other public or private institutions that may need these services for developmental purposes.

1.8	KWAZULU-NATAL	PROVINCIAL	GROWTH	AND
	DEVELOPMENT STRATEGY (PGDS)			

1.8.1	INTRODUCTION AND PURPOSE
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The Provincial Growth and Development Strategy recognises that environmental vulnerability, social need and economic development are not evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have often been aggravated by past spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be

addressed in order to reduce poverty and inequality and ensure shared growth and the protection of vulnerable bio-resources.

The strategic and targeted nature of the Provincial Growth and Development Strategy implies that specific interventions will be undertaken within key geographical areas of Need and Potential.

## 1.8.2 SPATIAL RATIONALE

### 1.8.2.1 SPATIAL VISION AND APPROACH

The envisaged spatial vision for KwaZulu-Natal could be summarised as follow:

*“Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development.”*

### 1.8.2.2 SPATIAL PRINCIPLES

#### 1.8.2.2.1 Principle of Environmental Planning

The Principle of Environmental Planning (Bioregional Planning) refers to understanding and respecting the environmental character (potential and vulnerability) and distinctiveness of places and landscapes and promoting balanced development in such areas.

#### 1.8.2.2.2 Principle of Economic Potential

The Principle of Economic Potential aims to improving productivity and closing the economic performance gap between the various areas of KwaZulu-Natal towards economic excellence of all areas. Rapid economic growth that is sustained and inclusive is seen as a pre-requisite for the achievement of poverty alleviation.

The principles further promotes the consideration of spatial needs for Economic Competitiveness (Potential) by proposing an asset based spatial approach based on unique advantages and opportunities within various areas.

#### 1.8.2.2.3 Principle of Sustainable Communities

The Principle of Sustainable Communities promotes the building of places where people want to live and work. Again the sense of Quality of Living refers to the balance between environmental quality, addressing social need and promoting economic activities within communities.

Often communities within the rural context of KwaZulu-Natal are not located in the areas with perceived highest economic potential. Where low economic potential exists planning and investments should be directed at projects and programmes to address poverty and the provision of basic services in order to address past and current social inequalities towards building sustainable communities.

#### 1.8.2.2.4 Principle of Local Self-Sufficiency

The Principle of Local Self-Sufficiency promotes locating development in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency.

#### 1.8.2.2.5 Principle of Spatial Concentration

The Principle of Spatial Concentration aims to build on existing concentrations of activities and infrastructure towards improved access of communities to social services and economic activities. In practical terms this promotes concentration along nodes and corridors with multi-sectoral investment ie roads, facilities, housing etc. This is envisaged to lead to greater co-ordination of both public and private investment and result in higher accessibility of

goods and services to communities while ensuring more economic service delivery.

This principle will further assist in overcoming the spatial distortions of the past. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres in order for them to become regional gateways.

#### 1.8.2.2.6 Principle of Sustainable Rural Livelihoods

The Principle of Sustainable Rural Livelihoods considers rural areas in a way which is integrated with other decision making associated with the Sustainable Livelihoods framework. This principle requires that spatial planning consider the locality and impact of human, physical, natural, financial and social capitals of an area and spatially structure these in support of each other.

Another aspect of this principle is promoting spatial planning in a continuum where rural areas are not addressed as completely separate entities to urban centres, but rather a gradual change in landscape with the potential progression of rural areas to more closely resemble the service standards and quality of living achieved in some urban contexts.

#### 1.8.2.2.7 Principle of Balanced Development

The Principle of Balance Development promotes the linking of areas of economic opportunity with areas in greatest need of economic, social and physical restructuring and regeneration at all spatial scales. In practical terms the principles sought to find a balance between the potentially competing land uses by understanding the relationship and integration between major dimensions within the province and promoting a synergetic mixture of land uses in support of each other at various spatial scales.

#### 1.8.2.2.8 Principle of Accessibility

The Principle of Accessibility simply promotes the highest level of accessibility to resources, services, opportunities and other communities. This is intrinsically linked to transportation planning and should consider localised needs for the transportation of people and goods by various modes of transport as guided by the scale and function of a region. At a provincial level there is a strong correlation between the most deprived areas and poor regional accessibility to those areas. In addressing accessibility at provincial and local level, the need for possible new linkages, the upgrade in the capacity of existing linkages and the suitable mix of modes of transport should be considered.

#### 1.8.2.2.9 Principle of Co-ordinated Implementation

The Principle of Co-ordinated Implementation actually projects beyond spatial planning and promotes the alignment of roleplayer mandates and resources with integrated spatial planning across sectors and localities. Essentially the principle suggests that planning-implementation becomes a more continuous process and that government spending on fixed investment should be focused on planned key interventions localities.

This principle ultimately also proposes a move towards more developmental mandate definitions of the various departments away, from single mandates to enable the spatial alignment of growth and development investment.

## C. SITUATIONAL ANALYSIS

### 2. REGIONAL CONTEXT

Note: A large part of this section was extracted verbatim from the draft uThungulu District Municipality's IDP for 2012 to 2016.

The uThungulu District, within which the Mfolozi Municipal Area is located, is located in the north eastern region of the KwaZulu-Natal Province. The district comprises of six local municipalities, namely:

Mfolozi	(KZ 281)
uMhlathuze	(KZ 282)
Ntambanana	(KZ 283)
uMlalazi	(KZ 284)
Mthonjaneni	(KZ 285)
Nkandla	(KZ 286)

Significant economic centres at the district and provincial levels are Richards Bay and Empangeni. Richards Bay, as a harbour and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district. Empangeni's role as an industrial, commercial and service centre to the settlements of Esikhaleni, Eshowe, Nkandla, Ntambanana and other rural settlements attracts many people to the range of higher order services available in the town.

According to the 2010 Global Insight Statistics, it is noted that the vast majority of economic performance (41.8%) in the district is vested in uMhlathuze Local

Municipality with its primary urban centres being Richards Bay and Empangeni. This area is the third most important in the province of KwaZulu-Natal in terms of economic production and contributes 9.1% of the total GGP<sup>1</sup> and 8.5% of the total employment (formal and informal) in 2010. Between 1996 and 2009 the GDP average annual growth rate for the uThungulu region was 2.8% - lower than the province at 3.2% and the national rate of 3.2% per annum. In 1997, the GDP average annual growth rate was approximately 7.0%.

The district is further characterized by low levels of urbanization; approximately 80% of the people live in the rural areas. Also, more than 50% of the population is younger than 19 years. The female population is significantly higher than the male population – a phenomenon that can be attributed to migration patterns associated with the province in general.

The district is further characterized by large infrastructure backlogs, particularly in respect of water and sanitation mainly in the rural areas. The implementation of the 2009 uThungulu WSDP (Water Services Development Plan) has reduced the rural backlogs for water supply to RDP standard from 82% in 2001/02 to 38% in 2010/11. The backlogs in rural sanitation to RDP standards have been reduced from 80% to 69% over the same period.

The district is host to a wide variety of infrastructure and services. Richards Bay, Empangeni, Gingindlovu, Mtunzini and Eshowe all have reasonably good levels of infrastructure and services. Formal, urban infrastructure is focused on these centres and in some of the secondary nodes in the district like Melmoth and Heatonville.

Nkandla, Melmoth, Ntambanana, Buchanana, Kwambonambi and Eshowe are administrative centres of economic significance in the district. Even though Mtubatuba, Ulundi and Mandeni are centres that fall outside the district they are considered as important as they service portions of the uThungulu district.

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1 The measurement of Gross Geographic Product (GGP) is a means of measuring the output or the performance of an economy. It is defined as the total value, at factor cost, of final goods and services produced within a geographic area in a given year, by local as well as foreign firms.

The uThungulu district's transportation infrastructure is under pressure. The road network connects the major nodes, like Richards Bay and Empangeni to the national network, however the heavy vehicles servicing the Port of Richards Bay and the adjoining industrial areas are placing considerable strain on the infrastructure. Rail is a declining transport sector, with no major commuter networks in place and limited industrial linkages (with the exception of the coal link from Mpumalanga to the Richards Bay Coal Terminal at the Port of Richards Bay).

From a spatial and a demographic (Global Insight 2010) point of view the uThungulu Family of Municipalities have the following sizes:

**Table 1: Spatial and Demographic Sizes of LMs within the uThungulu District Municipality**

Municipality	Spatial Size	Demographic size 2010 Global insight	Census 2011
<b>Mfolozi (KZ 281)</b>	<b>1208 km<sup>2</sup></b>	<b>121 161</b>	<b>122 889</b>
uMhlathuze (KZ 282)	795 km <sup>2</sup>	410 323	334 459
Ntambanana (KZ 283)	1083 km <sup>2</sup>	92 389	74 336
uMlalazi (KZ 284)	2214 km <sup>2</sup>	186 799	213 601
Mthonjaneni (KZ 285)	1086 km <sup>2</sup>	66 175	47 818
Nkandla (KZ 286)	1827 km <sup>2</sup>	123 160	114 416
uThungulu (DC 28)	8213 km <sup>2</sup>	988 153	907 519

source: Census 2011

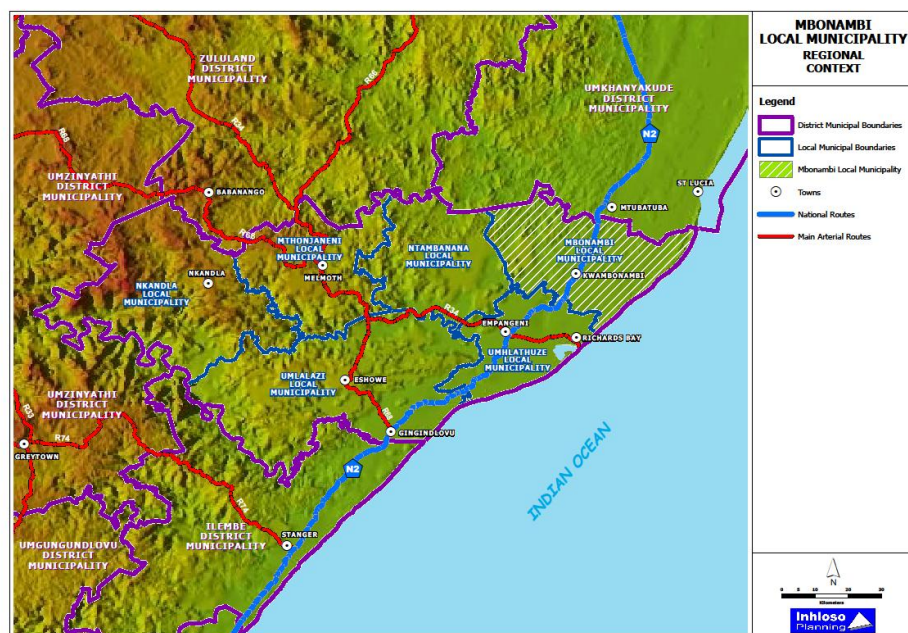
uThungulu district has a good climate and an abundance of natural resources. The available arable land is suitable for large-scale agricultural initiatives, like the present sugar and forestry as well as specialised and intensive agricultural opportunities like natural oils and fruits cultivation. The intrinsic beauty and cultural heritage of the area enhances the opportunities for tourism in the district. The terrain of uThungulu varies from the flat coastal belt, to the escarpment 900m above sea level.

The broad spatial structure of the district consists of a coastal plain or corridor that is rich in natural and built resources. A 'shadow corridor' comprising of commercial agriculture forms a rim of higher lying land around the coastal plain. The land is characterised by undulating topography containing commercial agriculture, which is dominated by forestry, rural settlement and small towns. The rest of the district is characterised by high lying dramatic landscape with rural settlement and forestry. The general spatial trend is that access to services and economic opportunities appears to lessen as one moves inland.

Also found in the area are a variety of river valleys, the best known the Tugela River on the western boundary of the district. The variety of soils, temperate climate and good annual average rainfall as well as the large water catchments area of the Thukela catchments area all combine for added attractiveness.

Mfolozi Municipality is situated within the uThungulu District Municipality in the north-east of KwaZulu-Natal and covers an area of approximately 1,209km<sup>2</sup>. It is one of six municipalities within the District Municipality. The N2 national road passes through the Municipality which connects it to major towns such as Richards Bay and Durban. The significance of this road to the Municipality is that it serves as the major economic corridor in the area.

The Municipality is adjacent to Richards Bay and Empangeni Complex. Its borders are: the Indian Ocean to the east; Umfolozi River to the north; Mhlana Tribal Authority to west and UMhlathuze Municipality to the south. It is characterized by three geographical districts portions which are: coastal: Sokhulu-Mfolozi Traditional Authorities; Commercial Plantations along the N2 and Mhlana Traditional Authority to the west.



The Mfolozi Municipal Area comprises a long flat coastal plain rising gently from the coast towards the west where it reaches a height of approximately 200 masl (metres above mean sea-level), the highest point being Kwamendo in the west at 381 masl. The coastal plain is interspersed by high dunes and is further characterized by a number of short perennial rivers that originate within the area and either drain northwards towards the Umfolozi River or towards the coastal lakes in the vicinity of Richards Bay to the south. Two

coastal lakes lie within the area, Lake Nhlabane on the coast and Lake Eteza towards the north.”

### 3. ADMINISTRATIVE ENTITIES

The municipal area is divided into 15 Council Wards. Mfolozi Municipality comprises of 3 Traditional Authorities (TA) Areas. These are:

Mfolozi TA (8145 ha)

Sokhulu TA (14877 ha); and

Mhlana TA (51678 ha)

Land tenure within the Mfolozi Municipal area can be divided into six different categories:

Kwambonambi – proclaimed urban settlement within the centre of the municipality

Sobukwe – informal settlement,

Privately owned land around Kwambonambi

Lake Teza– formal conservation area

The Ingonyama Trust land – east and west of the privately owned land

Proclaimed mine lease

Kwambonambi town is the only formal urban centre within the Mfolozi Municipality.

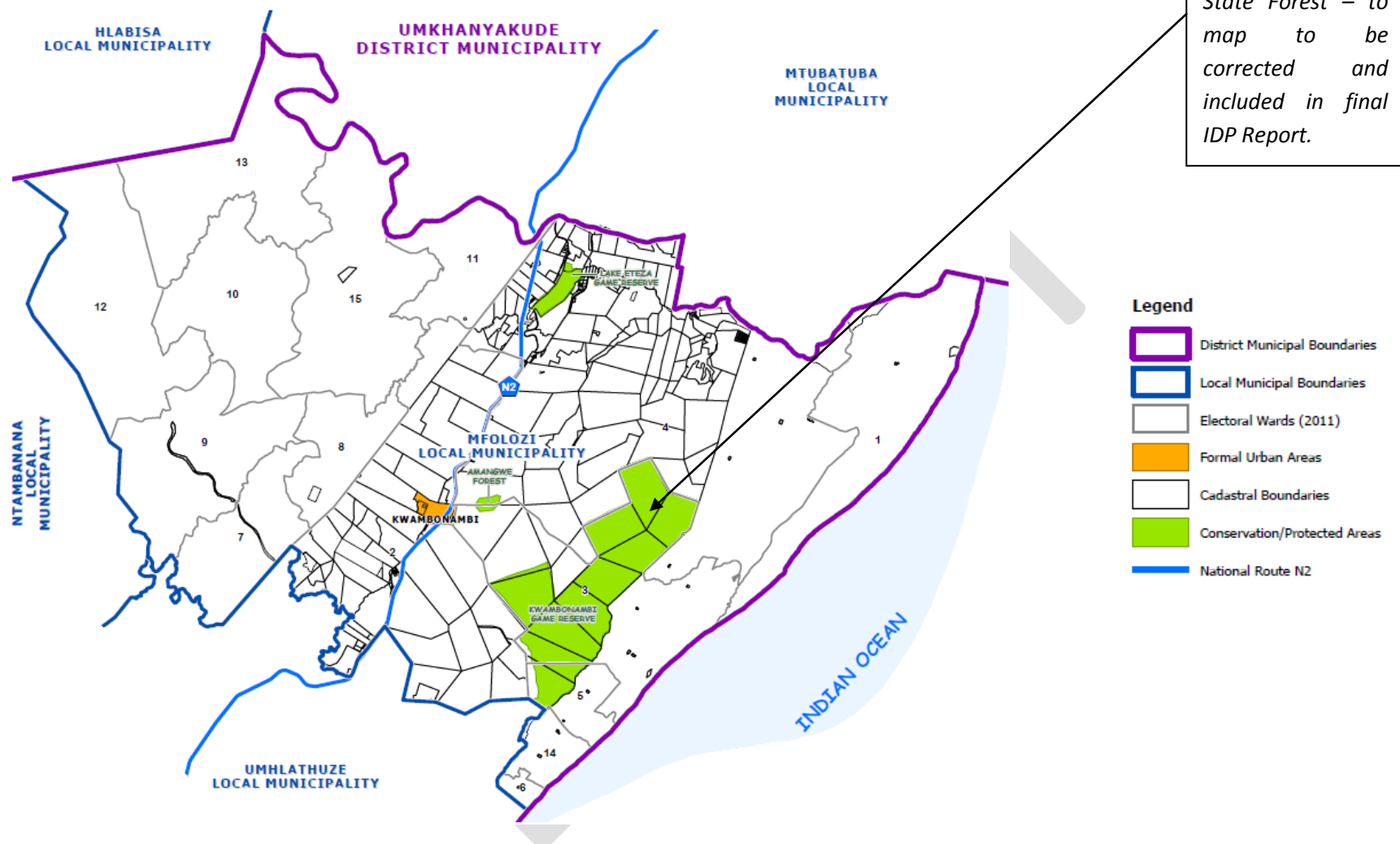
The area along the N2 in the Municipality is characterized by commercial agricultural/plantations. Whereas the Traditional Authority areas characterized by scattered settlement patterns with lack strong sense of nodal



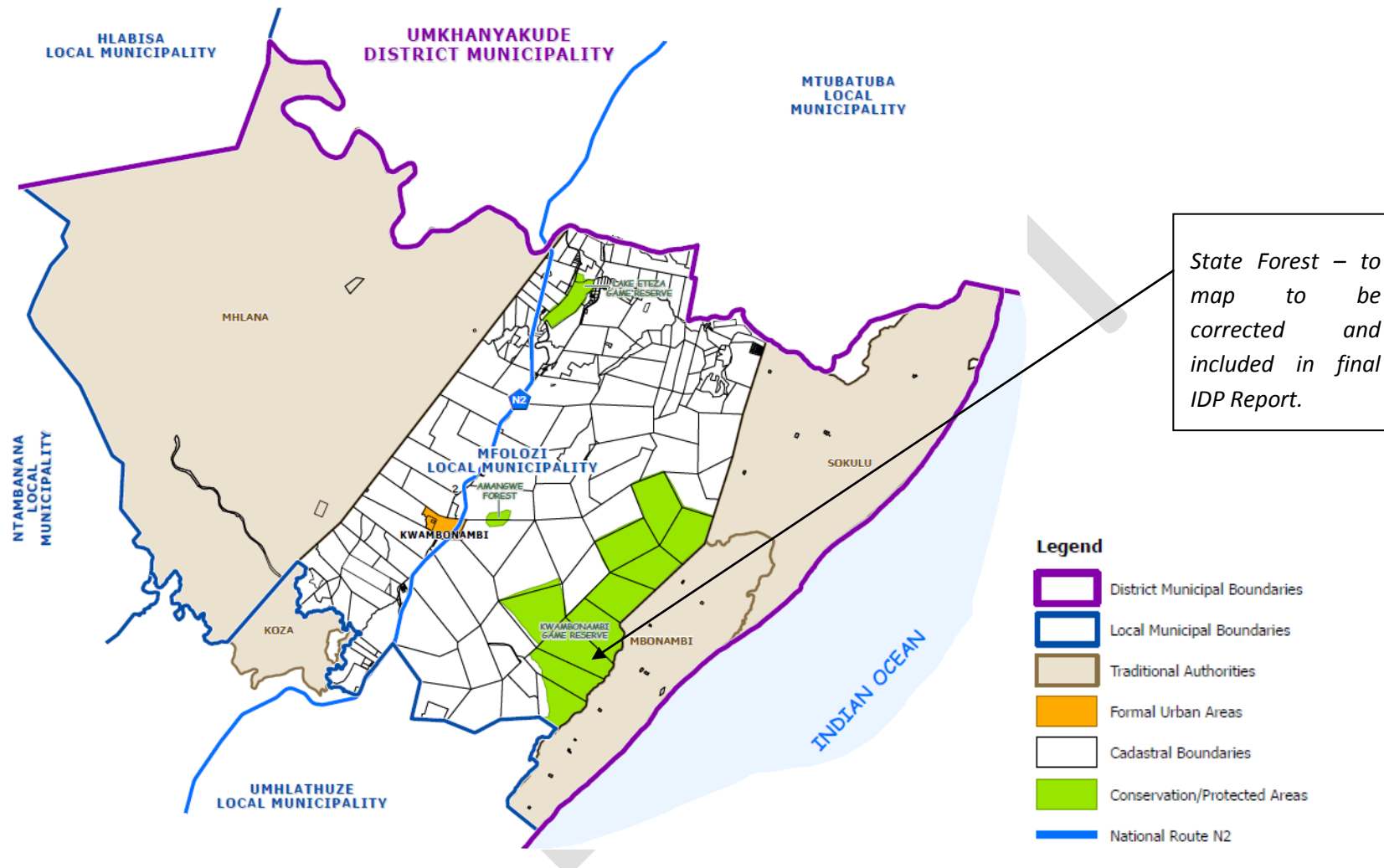
hierarchy. The disperse settlement character remains problematic and when coupled with unfavorable physical conditions found in these areas; it means that delivery of services and infrastructure to these areas will remain expensive.

DRAFT

**Map 1: Administrative Entities: Municipal Electoral Wards**



**Map 2: Administrative Entities: Traditional Authorities**



#### 4. DEMOGRAPHIC CHARACTERISTICS

##### 4.1 DEMOGRAPHIC INDICATORS

The 2011 census data has been used for the demographic and the economic information in this section. Where available, statistical information from the us 2001 , StatsSA Community Survey 2007 were also used, as well as Global Insight statistics for 2010. In addition, extracts from the uThungulu Quality of Life Survey (QOLS) for the 2006/2007 and 2008/2009 years are also provided. Where reference has been made to the uThungulu QOLS it will be indicated as such.

##### 4.1.1 POPULATION AND HOUSEHOLD SIZE AND DISTRIBUTION

The total population of the uThungulu District Municipality was 907 519 in 2011 a decrease from 2010 global insight indication a population of 988153 a decrease of about 80 634. Since 1996, the population of the uThungulu District grew an average annual growth rate of 1.5 % per annum compared to the 1.1% population growth rate at the provincial and national level, thereby increasing uThungulu population share in KwaZulu-Natal from 9% in 1996 to 9.5% in 2008.

The uMhlathuze Municipality has the largest portion with 39.5% of the population residing in this local municipality while only 6.5% of the district's population resides in Mthonjaneni. Some 11.06% of the district's population resides in the Mfolozi Municipal Area.

**Table 2: Population and Household Size**

	Census 2001	CS 2007	Global Insight 2010	2011 census
<b>Population</b>	106,942	118,081	121,160	122889
<b>Households</b>	19,143	21,632	23,162	25584
<b>Av. Household Size</b>	5.5	5.4	5.23	5

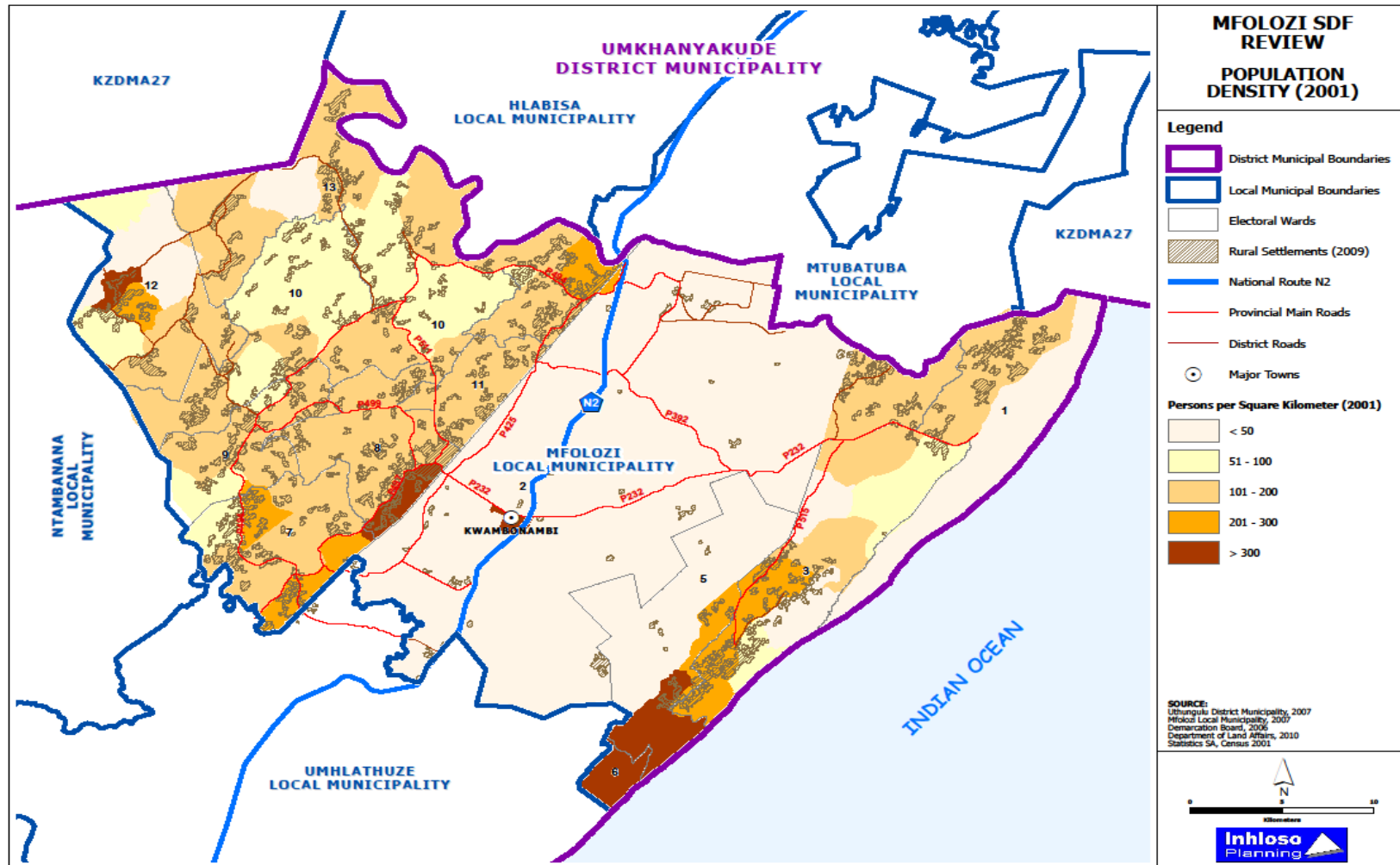
Population densities vary from 0 to 800 people per km<sup>2</sup> with the average population density being less than 300 people per km<sup>2</sup>. The **Population Density and Household Distribution Maps** (see overleaf), clearly depicts that people are generally settled in Traditional Authority Areas and in areas along the coast with Ward 2 of the Municipality being sparsely populated with concentration of people around Kwambonambi Town.

It is also interesting to note that Absentee Household members (according to the UDM QOLS 2009) in Mfolozi are 22, 26% which is higher than the uThungulu District average of 17%. This is indicative of people temporarily leaving the Mfolozi Municipal area for employment purposes.

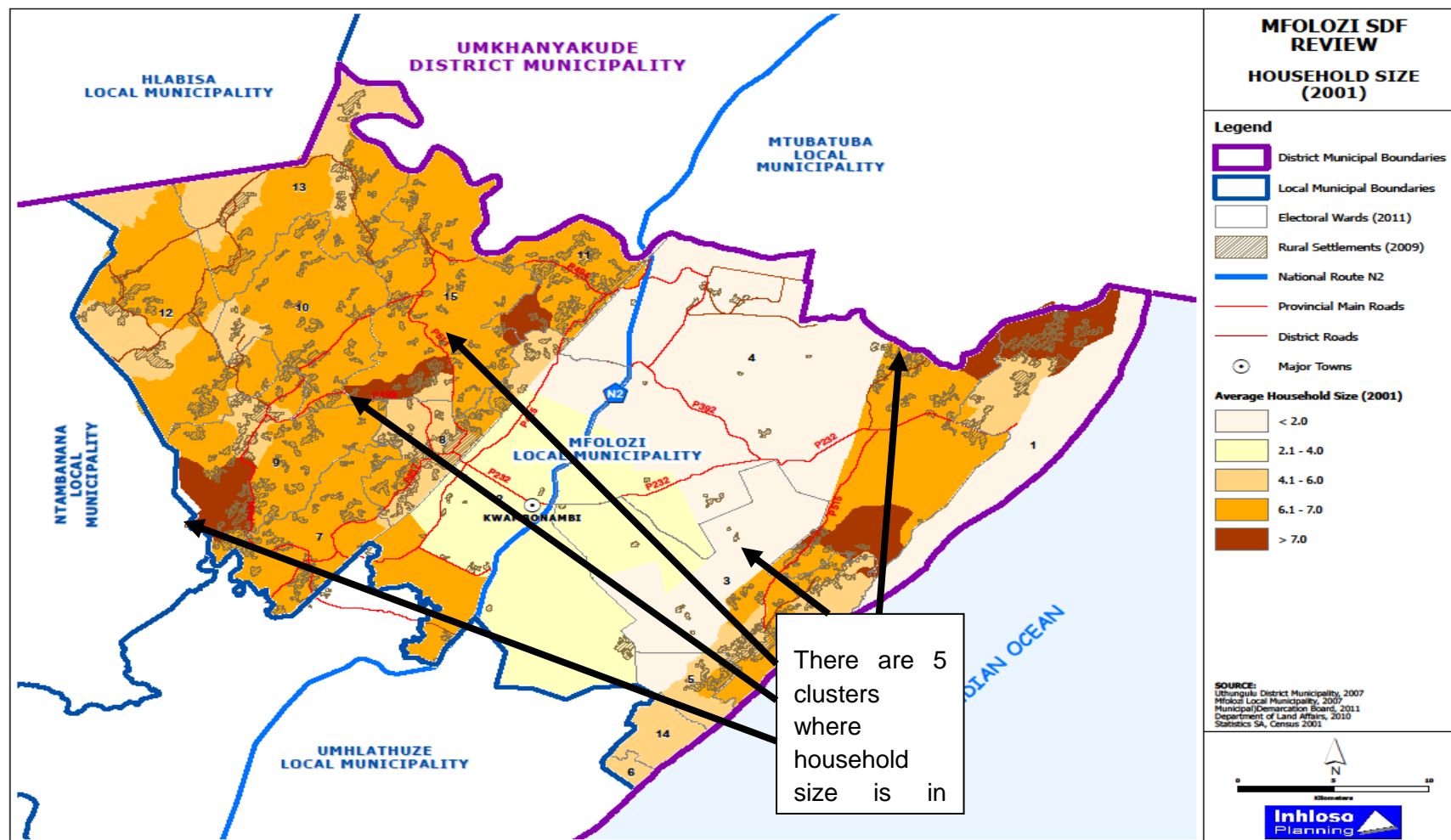
#### 4.1.2 GENDER BREAKDOWN

**Table 3: Gender Breakdown**

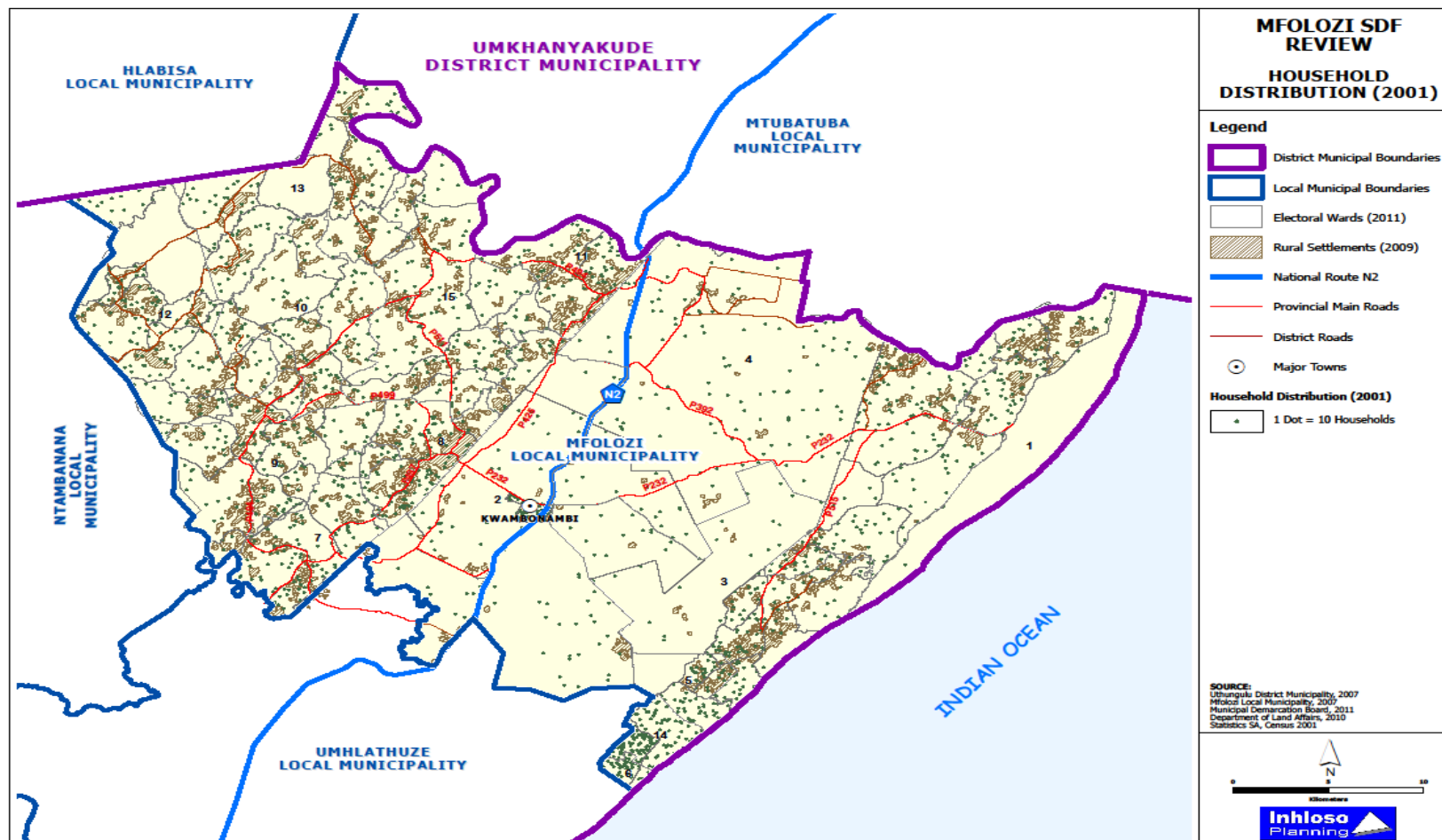
	Census 2001		Global 2010	Insight	Census 2011	
<b>MALE</b>	49893	47%	59,798	49.4	59,020	48
<b>FEMALE</b>	57050	53%	61,362	50.7	63,869	52



Map 4: Household Size (2001)

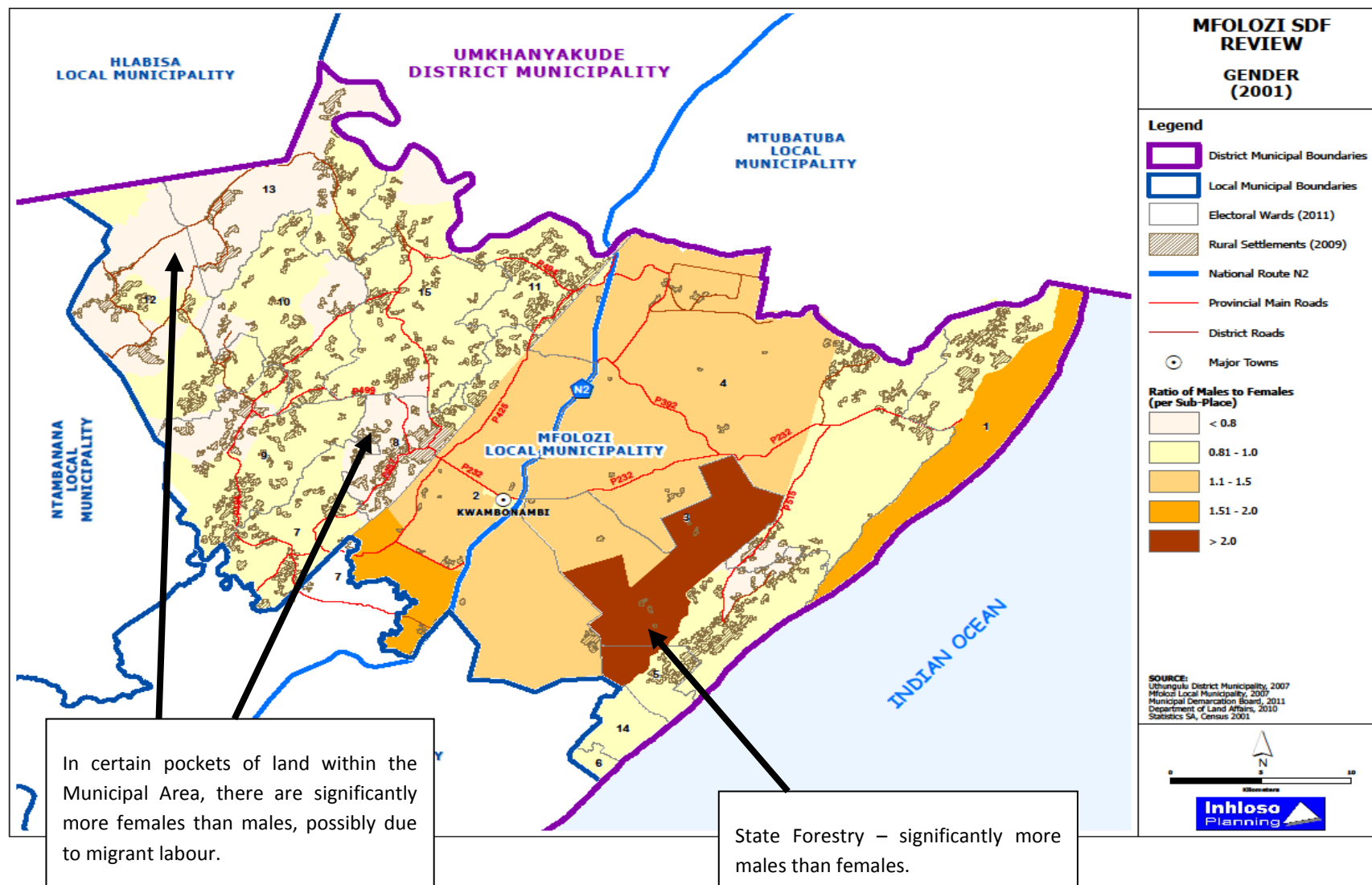


Map 5: Household Distribution (2001)





Map 6: Gender (2001)



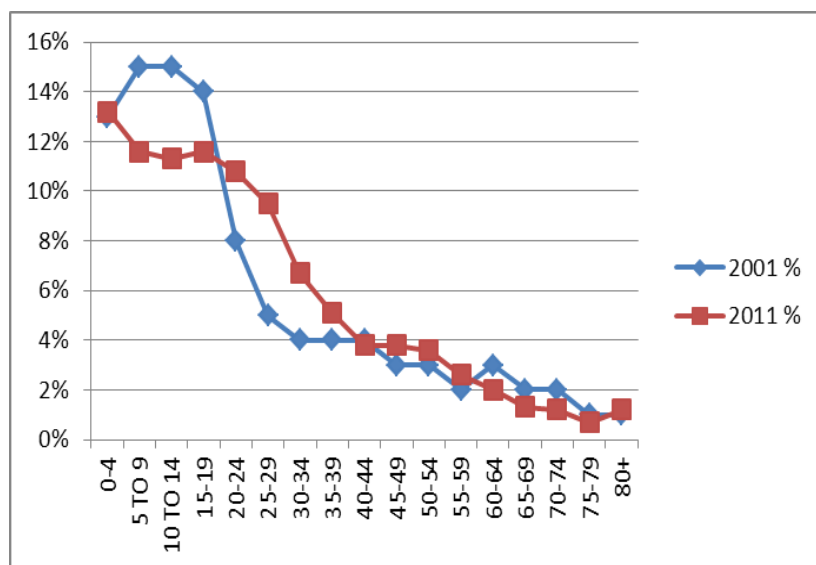
#### 4.1.3 AGE DISTRIBUTION

**Table 4: Age Distribution**

Age Category	2001 Census		2010 Global Insight		2011 Census	
	Population	%	Population	%	Population	%
0-4	13414	13%	13787	11.4%	16215	13.2
5-9	14810	15%	14563	12.0%	14234	11.6
10-14	14638	15%	15006	12.4%	13900	11.3
15-19	14047	14%	15315	12.6%	14342	11.6
20-24	9910	8%	13885	11.5%	13239	10.8
25-29	7981	5%	11719	9.7%	11626	9.5
30-34	5787	4%	8634	7.1%	8292	6.7
35-39	5572	4%	6738	5.6%	6298	5.1
40-44	5242	4%	4916	4.1%	4641	3.8
45-49	3809	3%	3743	3.1%	4626	3.8

50-54	2818	3%	3468	2.9%	4382	3.6
55-59	2092	2%	2920	2.4%	3192	2.6
60-64	2104	3%	1945	1.6%	2438	2.0
65-69	1507	2%	1777	1.5%	1601	1.3
70-74	1582	2%	1198	1.0%	1451	1.2
75-79	740	1%	919	0.8%	900	0.7
80+	890	1%	628	0.5%	1510	1.2
<b>TOTAL</b>	<b>106943</b>	<b>100 %</b>	<b>121161</b>	<b>100.0 %</b>	<b>122887</b>	<b>100 %</b>

**Graph 1: Age Distribution**



The table above depicts the information contained in the 2001 census which shows that Mfolozi has a large younger population, i.e. 57% of the total population in the Municipality is younger than 20 years of age. This has percentage has decreased and in 2011 it was 48%. This could be the result of

younger people leaving the area, particularly those just out of matric, searching for work opportunities elsewhere or for purposes of tertiary education elsewhere. The youthful population still remains high (48.% or 58,691 persons). This has a implication in terms of types of services that might be needed to cater for this age group which impacts on the Municipal budgeting thereof.

#### 4.1.4 DEPENDENCY LEVELS

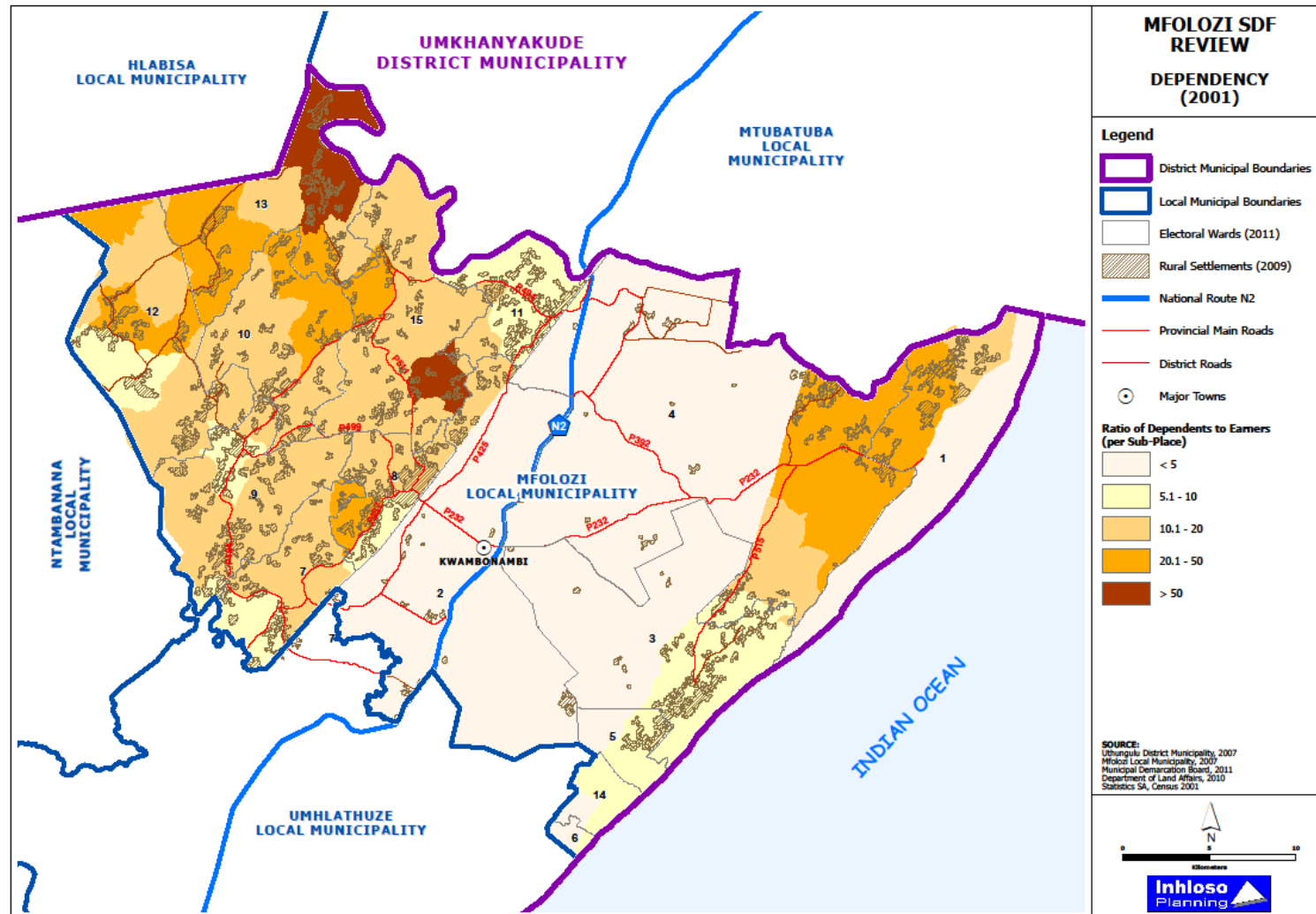
It is evident, from the map, that dependency levels (in 2001) were significantly high in the north-east part and the north-western part of the Municipal Area.

These areas are also encumbered by high levels of unemployment and illiteracy.

**See Ratio of Dependents to Earners Map overleaf.**

Dependency Ratio's (2001)

Figure 3: Dependency Ratio's (2001)



#### 4.1.5 EDUCATION LEVELS

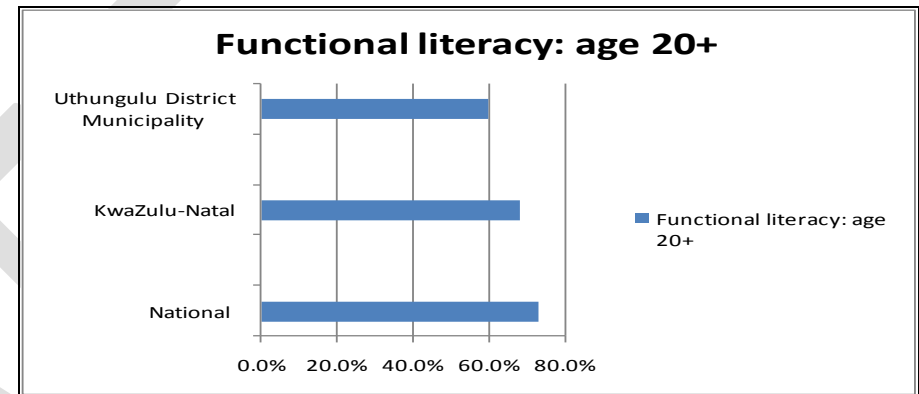
**Table 5: Education Levels Census 2011**

LEVEL OF EDUCATION	NUMBER	PERCENTAGE
No schooling	143	0
Ordinary school including Grade R learners who attend a formal school; Grade 1-12 learners & learners in special class	38604	31.4
Special school	177	0.1
Further Education and Training College FET	1141	0.9
Other College	230	0.2
Higher Educational Institution of University/University of Technology	1848	1.5
Adult Basic Education and Training Centre ABET Centre	1254	1.0
Literacy classes e.g. Kha Ri Gude; SANLI	416	0.3
Home based education/ home schooling	336	0.3
Unspecified	-	0.0
Not applicable	78739	64.1
total population	122888	100

In 2011, 24% of the total adult population in the Municipality had no formal education.

The functional literacy rate is the percentage of the population who aged 20 and above that has completed Grade 7 and is depicted in the following:

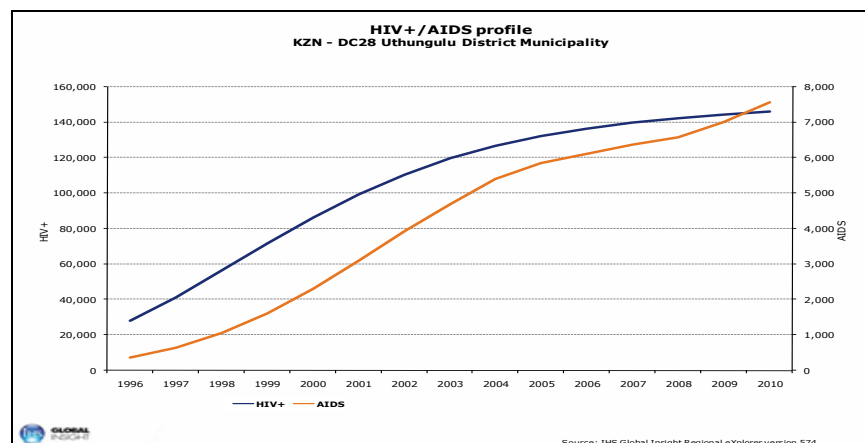
**Graph 2: Functional Literacy**



*Source: Global Insight (2010)*

#### 4.1.6 HIV/AIDS SCENARIOS

**Graph 3: Incidence of HIV/Aids in uThungulu**



Source: Global Insight (2010)

It is interesting to note from the above figure that the incidence of HIV/Aids seems to have stabilized – this is in line with the notion that the disease is reaching maturity.

More details are provided in the following table with regard to the infection numbers, between 1996 to 2010, for the district and its local municipalities.

**Table 6: Incidence of HIV/Aids**

	KZN	uThungulu	Mfolozi
1996	548,065	50,382	6,863
1997	724,922	67,367	8,964
1998	911,221	85,551	11,111
1999	1,093,690	103,761	13,158
2000	1,248,504	119,693	14,823
2001	1,382,173	133,897	16,196
2002	1,403,087	136,980	16,194
2003	1,457,086	143,357	16,630
2004	1,474,813	145,947	16,631
2005	1,436,264	142,829	15,997
2006	1,405,089	140,284	15,482
2007	1,361,817	136,440	14,861
2008	1,319,154	132,627	14,287

Source: Global Insight (2008)

The incidence of HIV/Aids in the Mfolozi Municipality has reached its highest level in 2004, whereafter a decrease is observed. This could be the result of the positive impact that the distribution of anti-retroviral medication had in the Municipal Area.

The impact of HIV/Aids is a very serious issue and should be incorporated into whatever strategies or developments are undertaken in an area. Typical impacts of AIDS include decreased productivity of workers, increased absenteeism and additional costs of training of new workers. It also represents a greater demand and pressure on health facilities and as the statistics gathered from antenatal clinics indicate a very real problem of AIDS orphans and child (minor) headed households. These factors must be taken cognizance of when devising local economic development strategies. The

concerns about the impact of HIV on uThungulu need to be reiterated as KwaZulu-Natal has the highest HIV prevalence rate of all the provinces.

#### 4.2 KEY FINDINGS

The population settlement trend is that people are generally settled in Traditional Authority areas.

The incidence of Absentee Household members (according to the UDM QOLS 2009) in Mfolozi is 22, 26% which is higher than the uThungulu District average of 17%. This is indicative of people temporarily leaving the Mfolozi Municipal area for employment purposes.

Mfolozi has a very youthful population., accounting for 48.4% or 58,671 persons. This has a implication in terms of types of services that might be needed to cater for this age group which impacts on the Municipal budgeting thereof.

There has been a significant increase in the number of pensioner headed households since 2007 from 32.43% to 46.84%. Some reasons for this trend could be (1) parents working elsewhere, (2) deceased parents (3) the traditional culture of extended families as well as the (4) effects of migrant labour.

In 2001, 30% of the total adult population in the Municipality had no formal education. This percentage has decreased to 24% in 2010.

The incidence of HIV/Aids seems to have stabilized, this is in line with the notion that the disease is reaching maturity. The incidence of HIV/Aids reached its highest level in 2004, whereafter a decrease is observed. This could also be the result of the positive impact that the distribution of anti-retroviral medication had in the Municipal Area.

## 5. INSTITUTIONAL & GOVERNANCE ANALYSIS

### 5.1 INSTITUTIONAL

#### Swot analysis

Strengths	Weaknesses
<p>Skilled employees</p> <p>Informed public (public participation)</p> <p>Good support from relevant institutions such as LGSETA</p> <p>Good relations with municipal stakeholders</p>	<p>Lack of integration of HR IT system/s</p> <p>Lack of office accommodation</p> <p>Low moral or de-motivated staff</p>
Opportunities	Threats
<p>Intensive or innovative use of HR IT system</p> <p>Availability of funds for learnerships and other skills programs (e.g. LGSETA)</p> <p>More skill programmes for employees, councillors and ward committees</p>	<p>High staff turnover</p> <p>Failing to meet the deadline of submission of items</p> <p>Failing to follow the rules of Council</p> <p>Political dynamics</p>

#### 5.1.1 INSTITUTIONAL ARRANGEMENTS

The UThungulu District Council currently fulfils certain functions on behalf of the municipality such as water and sanitation and waste management due to limited local capacity.

The structure established to manage all aspects of the Municipality is summarised as follows:

The Council Executive/Committee served by the Municipal Manager who *inter alia* is responsible for Integrated Development Planning.

Four main departments, namely:

Engineering / technical services which include Project Development and Maintenance and Municipal Works divisions;

Financial Services;

Ommunity services and

Corporate Services with Administrative Services and Management Services as the two major divisions.

#### 5.1.2 MUNICIPAL POWERS AND FUNCTIONS

The following table indicates the Powers and Functions for Mbonambi Municipality as per the 2007/2008 Capacity Assessment:

**Table 7: Mfolozi Municipality – Powers and Functions**

Function	Responsible Body
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Function	Responsible Body
Air Pollution	Local Municipality/ External Service Provider
Building Regulations	Local Municipality
Child Care Facilities	Local Municipality
Electricity reticulation	District Municipality
Fire Fighting	District Municipality/ Local Municipality
Local Tourism	District Municipality/ Local Municipality
Municipal Airports	District Municipality/ Local Municipality
Municipal Planning	District Municipality/ Local Municipality
Municipal Health	District Municipality
Municipal Public Transport	Local Municipality
Storm water management	Local Municipality
Trading Regulation	Local Municipality
Water and Sanitation	District Municipality
Beaches and amenities	Local Municipality
Billboards, display of advertisements in public places	Local Municipality
Cemeteries; funeral parlours and crematorium	Local Municipality
Control of public nuisance	Local Municipality
Control of undertakings selling liquor to public	Local Municipality
Facilities for accommodation, care and burial of animals	Local Municipality
Fencing and fences	Local Municipality
Licensing of dogs	Local Municipality

Function	Responsible Body
Licensing and control of undertakings that sell food to the public	N/A
Local amenities	Local Municipality
Markets	Local Municipality
Municipal abattoirs	District Municipality
Municipal Parks and Recreation	Local Municipality
Municipal Roads	Local Municipality
Noise Pollution	Local Municipality
Pounds	Local Municipality
Public Places	Local Municipality
Refuse removal, refuse dump and solid waste disposal	District Municipality/ Local Municipality
Street Trading	Local Municipality
Traffic and Parking	Local Municipality

### 5.1.3 ORGANISATIONAL STRUCTURE

The following table reflects the current vacancies within the organisation:

**Table 8: Current Vacant Posts**

Executive / Department	Specific Vacant Post	Total Vacant Posts	Comments
Executive	Director Technical Services	1	The post has been advertised and interviews have been conducted it is anticipated that the incumbent will resume his/her duties from 1

Executive / Department	Specific Vacant Post	Total Vacant Posts	Comments
			April 2014
Corporate Services	Manager Council support and IT	Traffic officers the positions have been filled	It is particularly concerning that the Manager: Council Support & IT, as well as Assistant is vacant. Council support is important in that Council has the mandate to deliver on its strategies..
Technical Services	Manager: PMU		The Manager: PMU post is considered to be a critical post, in that, if filled, it would assist greatly in ensuring the implementation of all capital projects. Currently this service is outsourced Further, the Tourism Officer post is also very important, since at this stage, the Manager: LED / Tourism & Coastal Management, has no support, bearing in mind that the Municipality has identified the tourism sector as one of two pillars for economic growth with the Municipal Area. However the tourism officer post has been advertised
	Tourism Officer		
	Administration Officer: Housing		
	Administration Assistant: Housing		
Finance Services			The incumbents have resigned and the post will be advertised.
	Financial Officer		

The Municipality's Organisation Structure is presented in the following pages:

Figure 4: Executive Structure

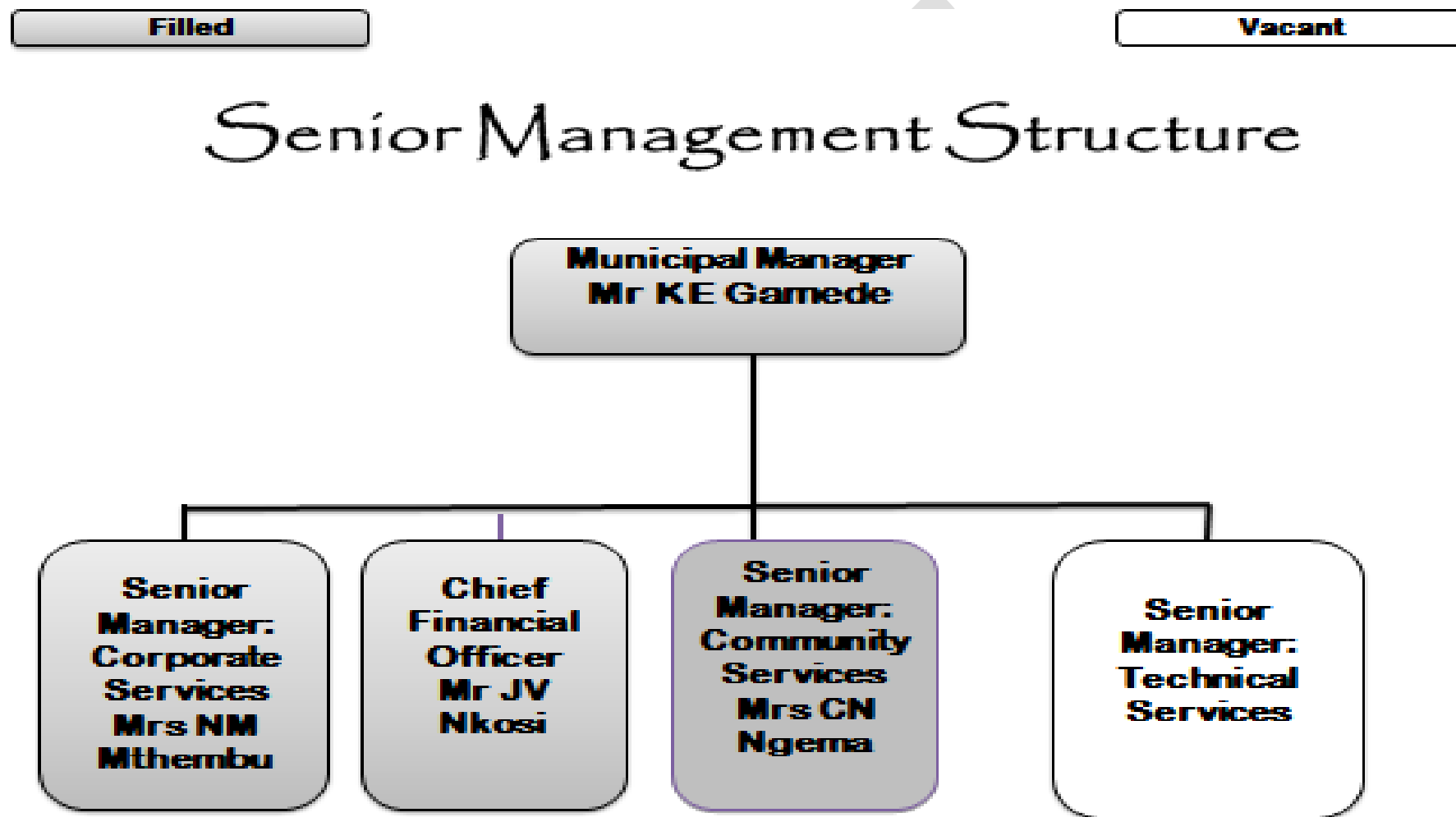


Figure 5: Structure of the Corporate Services Department

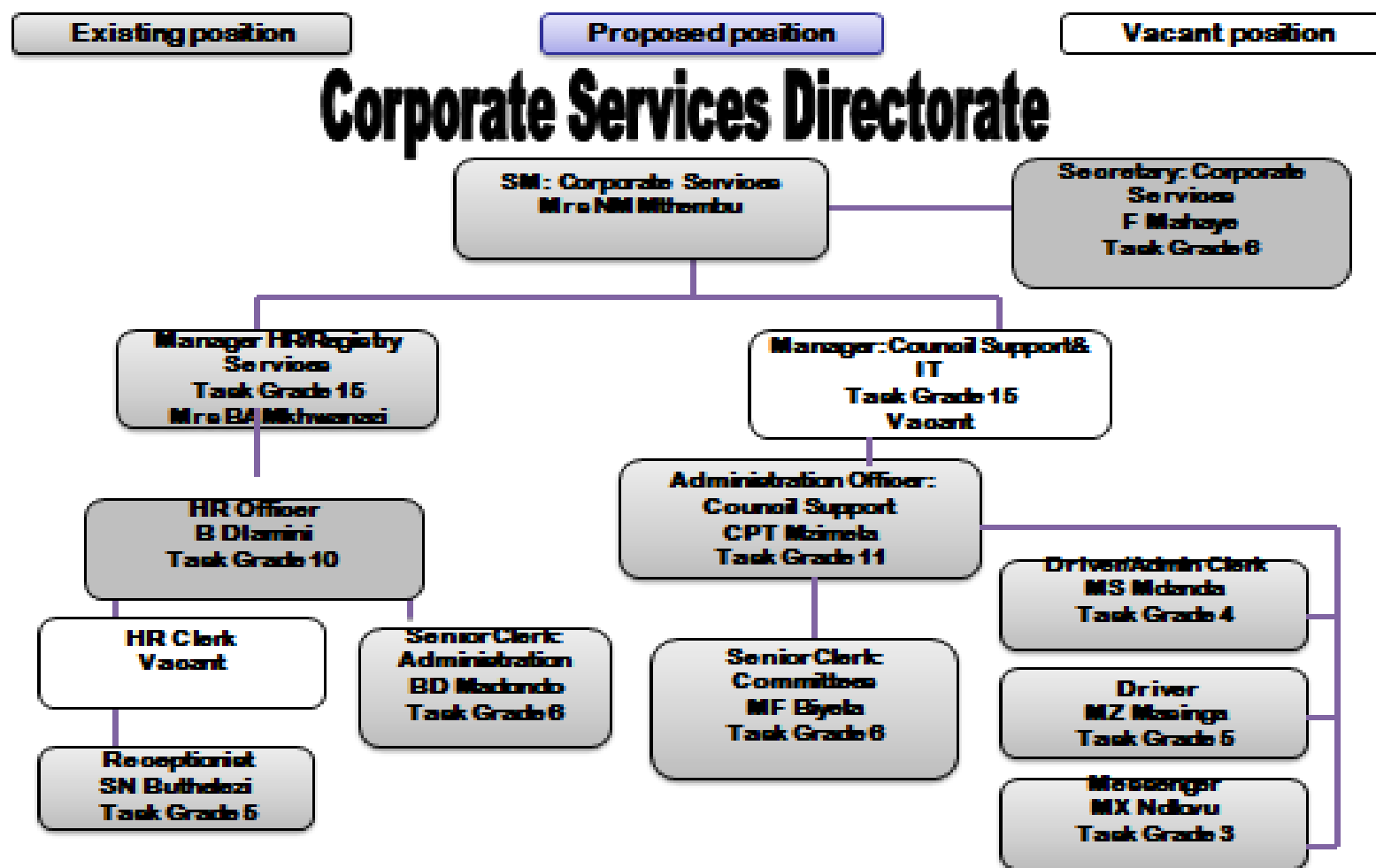


Figure 6: Office of the municipal manager

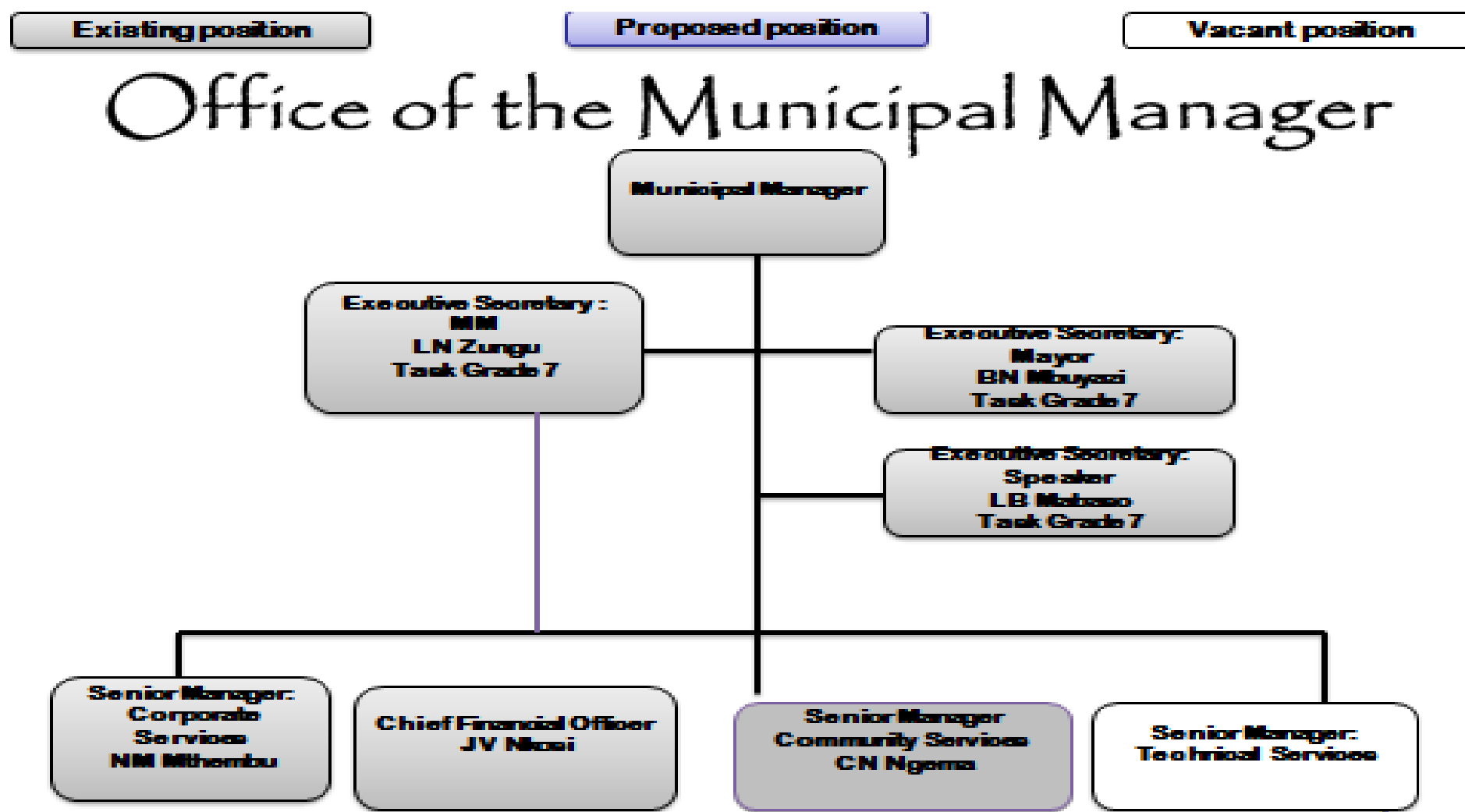


Figure 7: Structure of the Technical Services Department

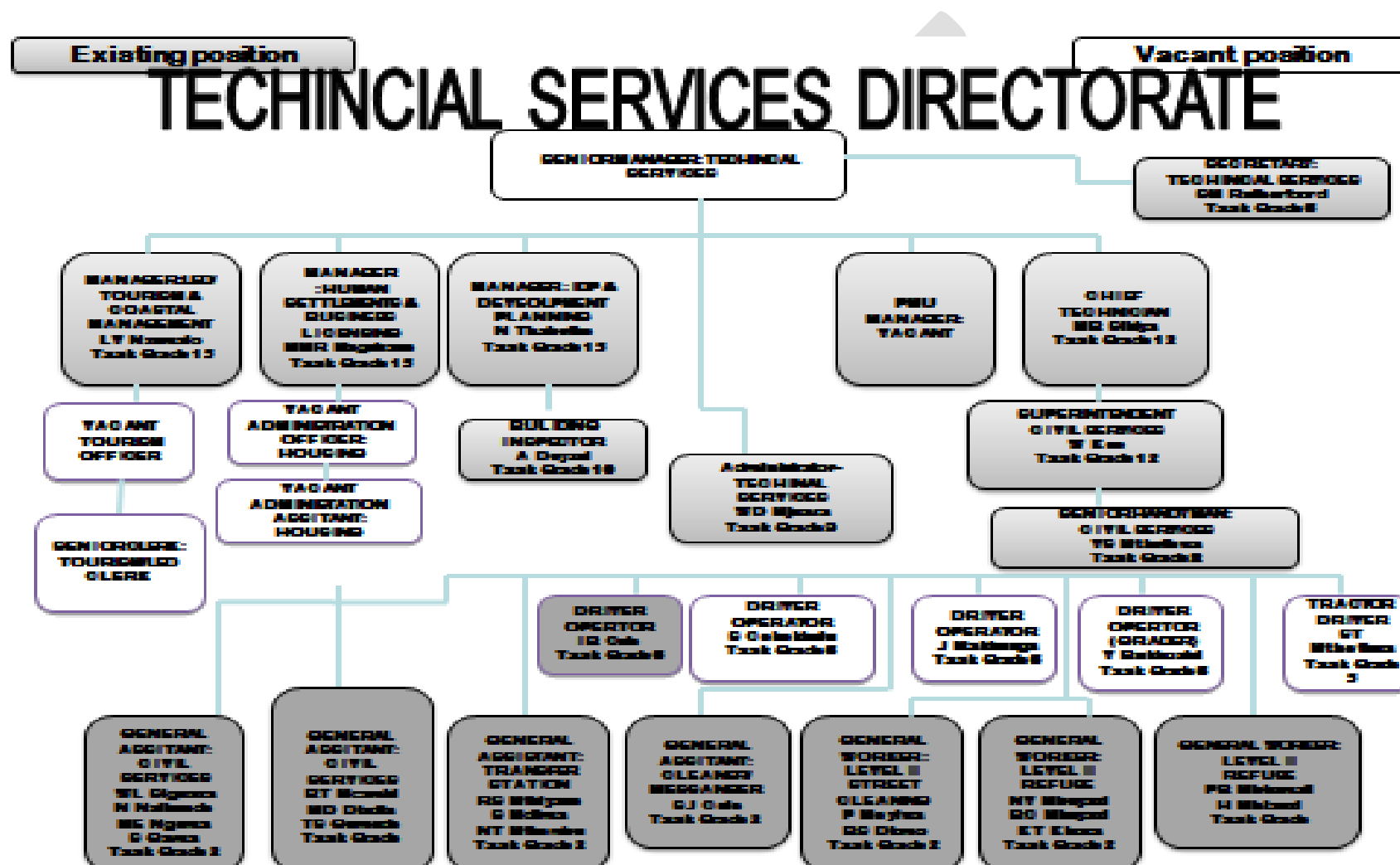
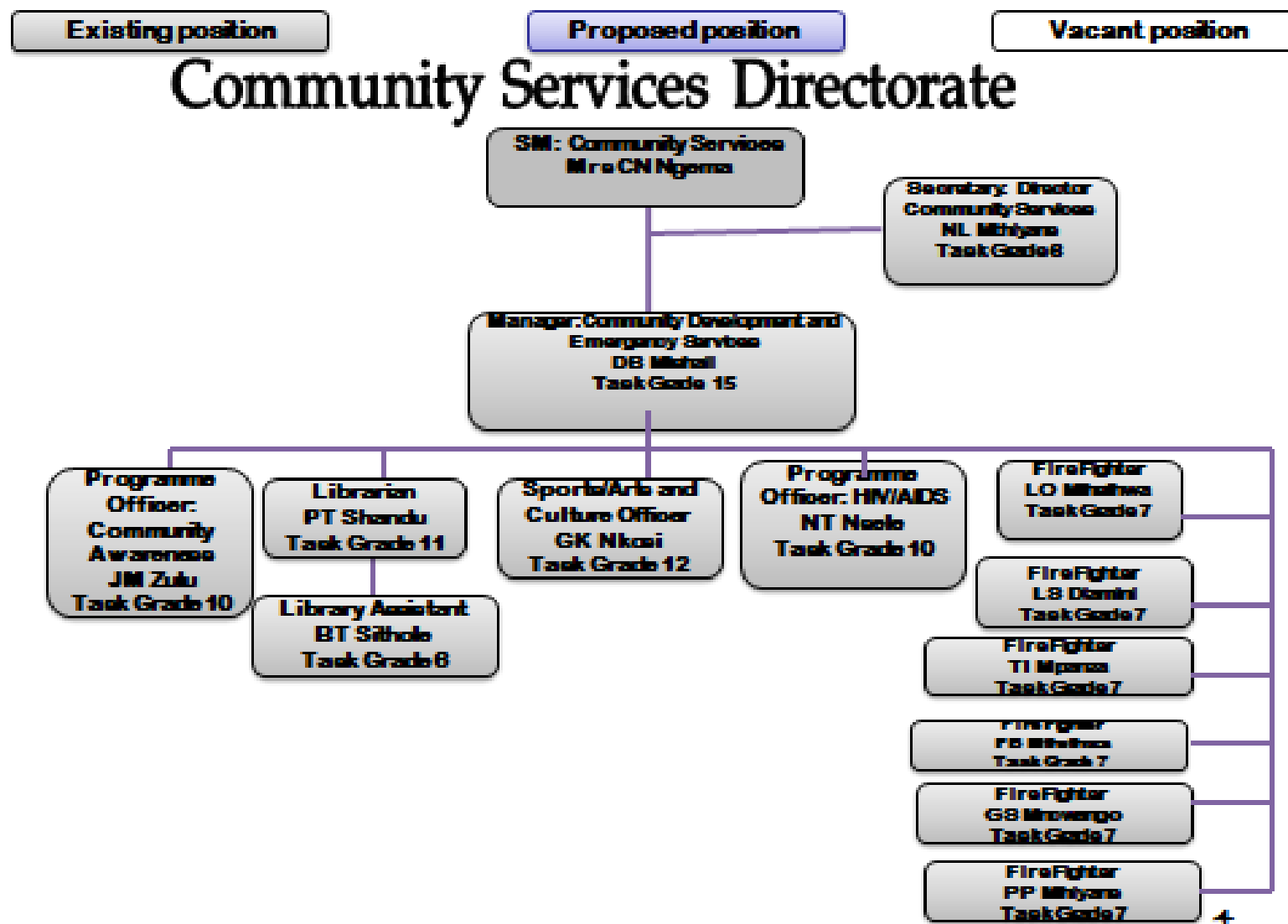


Figure 8: Department of community services



Existing position

Proposed position

# Community Services Directorate

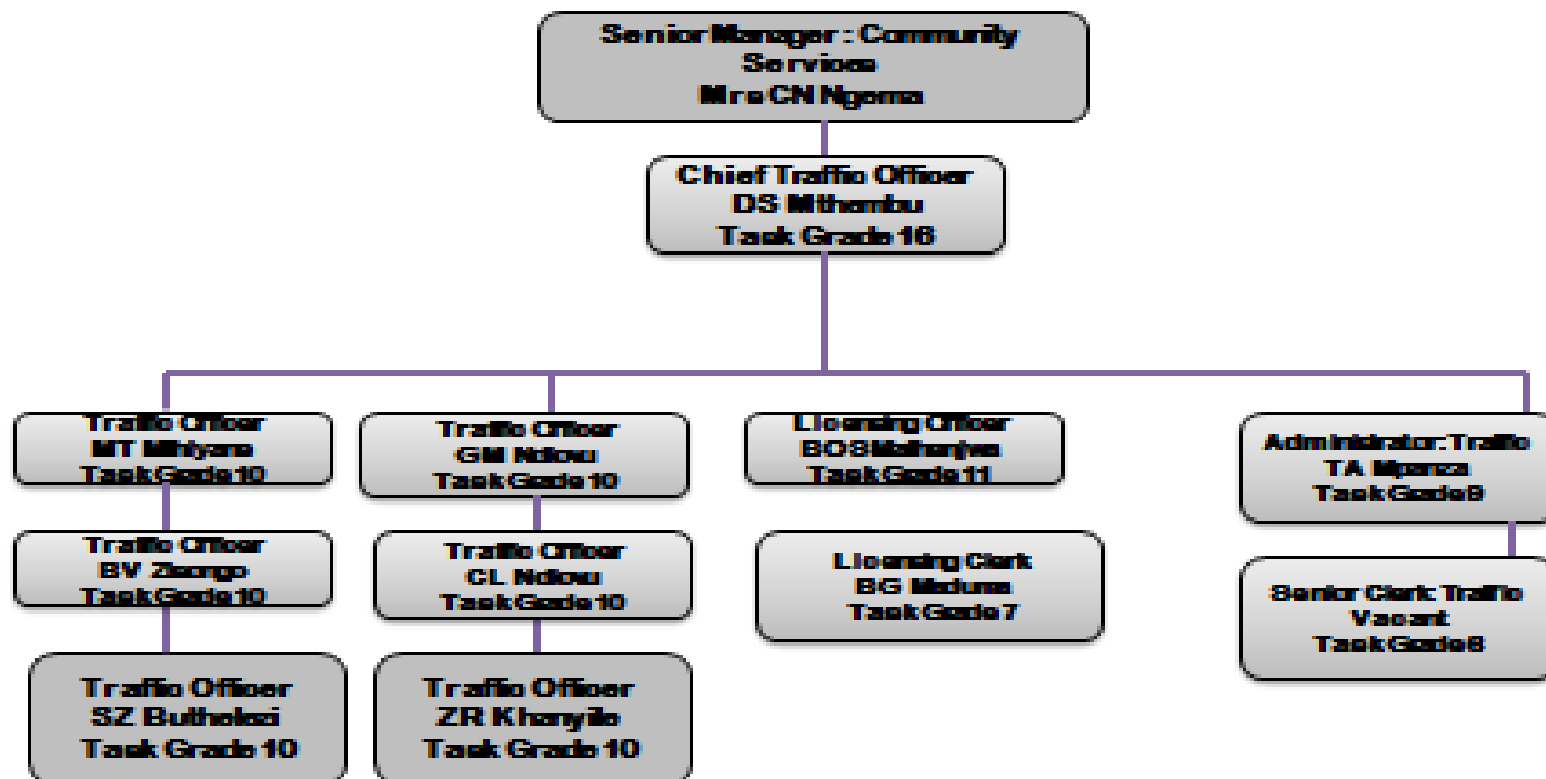
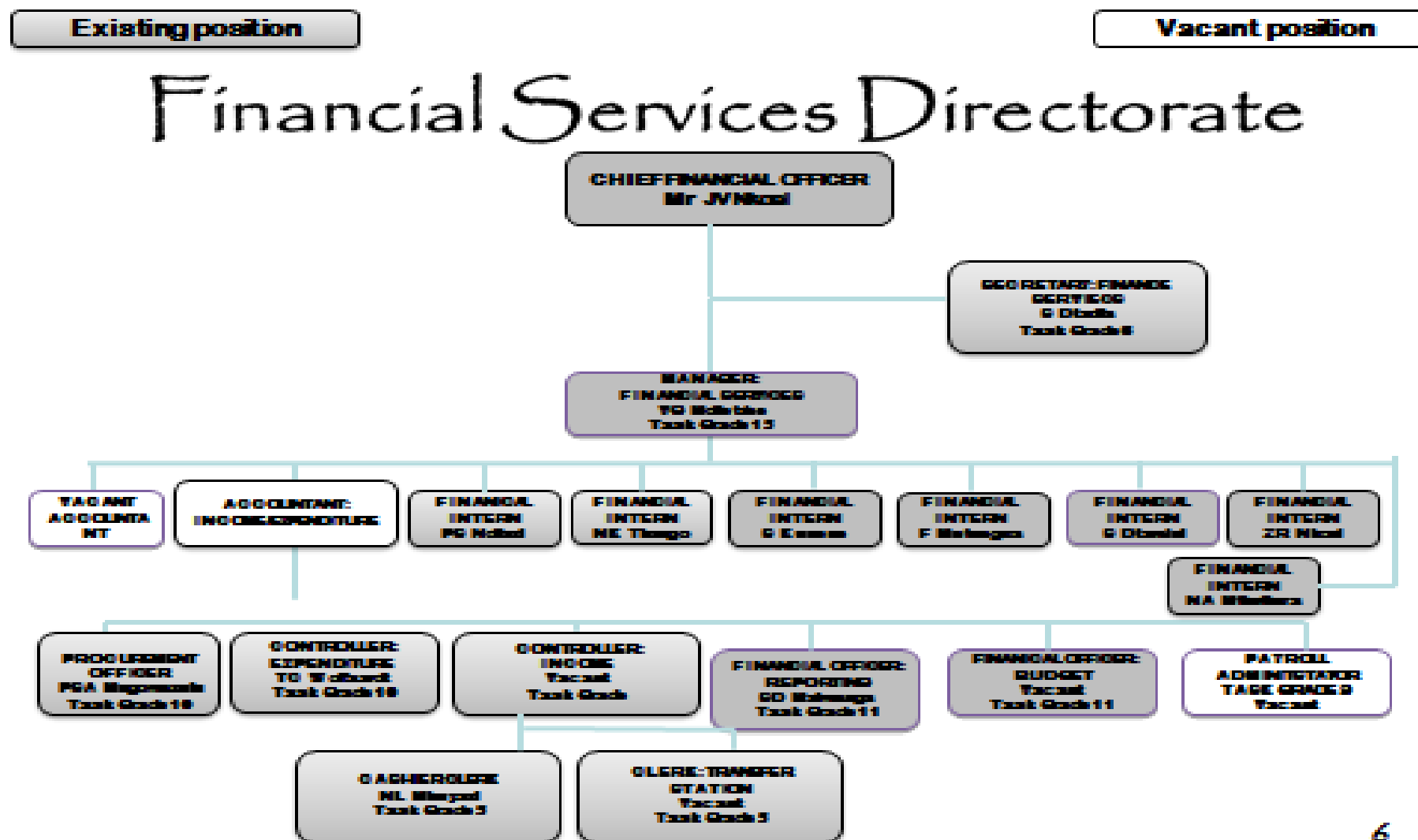




Figure 9: Structure of the Finance Department



6

#### 5.1.4 COMMUNICATION (INTERNAL/EXTERNAL)

The Mfolozi Municipality has prepared and adopted, in 2011, a Communications Plan for its area of jurisdiction. The Plan recommends the following three Communication Models (depending on the purpose and audience of the communications):

##### 5.1.4.1 COMMUNICATION MODEL 1

###### **Roadshow mode: Mass communication**

Consider that the Municipality wishes to communicate an action/policy to the whole region to inform residents of what is required from them.

In the first place the possibility of cooperation in this regard with the District Municipality, which has a broader communications brief and a deeper capacity, must be canvassed. Consider that the Annual Report's summary in newsprint form is to be brought to the attention of the communities by means of a Roadshow, or that the IDP must be reviewed, a legislative requirement.

This event will also feature the screening of the promotional video and messengers (see below) delivering speeches. The messengers in this regard will be the relevant Ward Committee members in each Ward, the relevant Councillors, officials and where necessary the Mayor and the Speaker. The MEC may be invited, or the President of the IFP.

###### **Actions**

A central venue must be established which can technically accommodate the event, or be adapted to do so.

The necessary maps and documents will be prepared in-house for Power Point or other means of presentation.

Speakers (messengers) will be identified, preferably fluent in isiZulu or there will be provision for interpreters.

One month lead-time will be allowed to invite the residents by word-of-mouth radio, or newsletter.

The rural communications network depends on a functioning Ward Committee system, schools, clinics and any other means.

The purpose is to attract as many residents to as few central points as possible to save on costs and to optimize the attendance and cost ratios. In this regard the best attended Roadshows are rural meetings contain a generous element of entertainment and start around 11:00 hrs on a Friday or Saturday.

Bag lunches should be provided considering the distances certain people have to travel.

A serious effort must also be made to investigate the possibilities of providing bus transport. This can be facilitated by working through the Ward Committee Members.

In this regard GIS mapping is a great help, which tells you at a glance how far (in time and distance) which concentration of residents is from which bus point.

Obtaining the services of a Disc Jockey plus equipment, which presupposes the availability of ESKOM power or generator power. Alternatively school choirs can be accessed and while musical instruments are not essential, they add a positive dimension to the events. (The availability of such entertainers can be canvassed through the District Municipality or the Zululand Observer's sister newspaper Umfolozi). The Music Department of the University of Zululand may be approached for help/advice in this regard. This requires a thorough knowledge of the community halls facilities in the area as well as the movements of the custodians of these places (where are the keys, for example!).

The Ward Committee Members should canvass these details well up front and a detailed Action Plan, flowing from meetings should be committed to writing and given to all organizers. The Ward Committee must appoint a Master of Ceremonies, preferably. Consideration can also be given to involving a local Minister of Religion/priest well-acquainted with the communities concerned.

A programme of events must also be produced in isiZulu.

No less than four Roadshows per year are recommended at about R10 000 per event.

Ward Committee members must also be encouraged to recommend for inclusion events at such an event eg. a beauty contest, flea market, arts and crafts competition, choir competition etc. A proper balance must be established between the features, which serve as attractions and the actual motive of the Municipality in organizing the event.

Our purpose is to attract as many residents as possible to attend the review of the IDP and to obtain base data for our proposed attitudinal survey on which to base further reviews of the Communications Plan.

### **Summary**

Roadshows are highly recommended to communicate or to obtain feedback primarily for IDP Review purposes.

Each Roadshow should pack as much structured information into the event as can be comfortably accommodated.

The Roadshow should serve the immediate gratifications of as many constituencies as possible to optimize the numbers: cost ratios.

#### **5.1.4.2 COMMUNICATIONS MODEL 2**

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**Presentation Mode: Publications, videos, Power Point Presentations etc**

### **Investment and Business Communities**

This model has been chosen because it is at the other end of the communications spectrum to Model 1 and requires a totally different approach both technically and practically. These communities are targets for communications by a local authority because they can contribute very substantially to its tax base in order to finance the needs also of the local rural communities, although the rationale is never postulated as bluntly as this.

Communications with this community should also be a two-way channel, with the Municipality seeking feedback for its attitudinal data base (what do they think of us? How can we improve this image?). The techniques of communicating with this community are those used in Western business communications. They are therefore businesslike, direct, economical

concerning the use of time and resources, and usually very specific. They consist primarily of a multi-media database: videos, brochures, media releases, lunches, information seminars, and business meetings.

In essence the messengers are the senior Council and Municipal personae

(Mayor, Speaker, Ward Chairpersons, etc and the Municipal Manager and his cohorts). The messages are as set out above, together with possibly specific examples. Budgeting is straight-forward according to the Procurement System for specific communications products: booklets, brochures, videos, newsletters, media releases. In this regard however a special role can be made out for the use of Umlozi, the isiZulu newspaper in the Zululand Observer stable, which is in a state of re-launch.

Strategies for the production and directing of such packed messages are matters of discussions between the Mayor, the Municipal Manager and the Manager: Corporate Affairs and their delegated appointees. In general the messages are directed locally, except in the case of material destined for foreign use, eg Chinese language marketing packages. Again the cost here varies according to the timing of the strategies. An amount of R250 000 should be allocated to the implementation of this model, which excludes any travel costs. The main ongoing strategic element in planning here is the question of timing the release of the contents of media statements.

#### 5.1.4.3 COMMUNICATIONS MODEL 3

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##### **Presentation Mode: Annual Report**

##### **Auditor General**

The Municipality is required by law to report on its achievement of certain functions allocated to it by the state and in many cases financed by state organs. The municipality is obliged by law to report on its progress with the implementation of certain functions. These may differ from year to year, but

currently include the Land Use Management System (LUMS), the Performance Management System (PMS), the IDP Review System and other essential functions.

This is done by producing an Annual Report, which contains many features of the usual commercial world's annual report, combined with promotional material and other municipal views, news and achievements. The Annual Report is the ideal vehicle for conveying the image of excellence and service delivery. In short Mfolozi spells out its achievements in the five main areas where it operates as a development agency:

Infrastructure and Services;

Social Development;

Institutional Development;

Local Economic Development;

And as said, LUMS.

Properly managed and implemented the IDP results are again reviewed for performance and progress by the MEC. His (her) suggestions are duly noted implemented, ensuring a close mesh between the Province and the Local Authority in the implementation of the government's thrust to implement development policies across a broad base. The planning of the Annual Report as the Municipality's most predictable single piece of communication, begins at the end of the financial year when the Council approves the financials on the recommendation of the management. It serves as both a prestige promotional public relations tool as well reporting on the performance of the obligations, which have been set by the state.

The planning of the Annual Report, probably the most costly municipal publication, proceeds as follows:

- Instructions issued to Editorial Advisor

- Draft report prepared and approved
- Photo data incorporated
- Forewords by Mayor/Municipal Manager completed
- Financials analyzed
- Media release on financials
- Printers appointed
- Proofs cleared by Administration
- Report re-submitted to Auditor General and signed off/rejected/amended
- Proof Reports circulated to Council and approved
- Report printed

#### 5.1.4.4 INTERNAL COMMUNICATIONS ACTIONS

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The Models above pertain mainly to external communications.

Internal Communications are routinely routed through the Human Resources function and the contents thereof are the responsibility of that function. This would include all staff-related communications, like printed conditions of employment etc. Internal (staff) newspapers are good morale builders if they genuinely respect the needs of the employees, which have to be established based on the staff's perceptions of current staff communications. They must not be viewed as management propaganda.

Internally the communications methods may differ between municipal cultures but should be guided by accepted principles. It is recommended that where not in use, e-mail be implemented between individuals with copies to affected parties, indicating on dispatching a message that a record be kept of it being read/not read.

All policies relating to internal communications should be committed to writing after agreement has been reached between the staff of the best methods to be used daily. Because of different staff schedules it proves

useless to be prescriptive in regard to the use of e-mails. The point at issue is that a message sent, must be able to be proved a message received, and a message received is presumed by management to be a message implemented unless otherwise indicated.

#### **Organizational communication audits have indicated:**

- Most employees do not have the opportunity to send a great deal of
- information. Their primary need is for information related to their jobs.
- The higher up the hierarchy information is sent the less response there is
- The employee's best source of information is the immediate supervisor
- The lowest quality information is from top management, reducing the quality of all information
- Employees get more information from the grapevine
- There is a need for top face-to-face information with top managers
- Employee have found that that good communications exist with co-workers and supervisors

#### **Recommended Standards for staff communication, through the MM's Office:**

The contribution of unionized workers must also be factored into the internal communications plan:

- Establish a formal, organized programme of regular communication with all employees involving key information about the municipality;
- Establish regular, frequent printed communication for all employees;
- At least twice a year management should meet with all employees on a sort of open day basis. Perhaps a SALGA/Kwanaloga speaker can be considered to share thoughts with employees. It must not turn into a confrontational gripe session.;
- Institute a suggestion box where anonymous tips to 'improve' work
- situations may be dropped off.

#### 5.1.4.5 RECOMMENDATIONS

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The Communications Plan should be instituted in three phases, the first being a Communications Audit of the external environment/residents. The Council would be required to budget for this. The first step of this survey will intimately involve the Ward Councillors and those officials/Consultants who handle IDP issues.

They will be required to canvass a sample of residents in their areas with a questionnaire, which will be analysed and weighted by Consultants with the assistance of GIS tools. These replies will then form a factual base on which to build the second phase of the Communications Plan and will be annually revised with the IDP.

The Human Resources function will conduct the internal communications audit for the staff communications internally, based on documentation supplied to them (no cost). Parallel with this audit current communications actions continue as in the past: the newsletter, media releases, input for speakers' forum, production of brochures, Annual Report etc.

These activities will have to be phased into the plan at a later stage. The HR function will be required to assess the positive/negative aspects of this training. (No cost, except expenses). The following communications related services should be considered during the first phase of the implementation of the Communications Plan, together with the implementation of current activities:

#### 5.1.4.6 SUGGESTED COMMUNICATIONS AND PUBLIC RELATIONS ACTIVITIES FOR PHASE ONE

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Banners and Posters, Corporate gifts, National Arbour Week, World Aids Day, Updating Marketing material, upgrading website, 2008 Calender/Christmas cards, Public Perception Survey, Media monitoring Service, radio broadcasts, production and publication of Service Commitment Charter. These actions

impact on the revisions of the IDP. Finally it is of fundamental importance that the IDP Review Meetings be significantly upgraded regarding publicity.

#### 5.1.5 DEPARTMENTAL OVERVIEW (STRUCTURE, FUNCTIONS, ACHIEVEMENTS AND CHALLENGES)

##### 5.1.5.1 CORPORATE SERVICES DEPARTMENT

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Departmental Overview (Structure, Functions Achievements and Challenges)

The Department: Corporate Services consists of the following sections:

- Administrative Services;
- Management Services (HR/IR);
- Information Technology
- Community Services;
- Library Services;
- Traffic Services;
- Disaster Management /Emergency Services;
- Public Relations;
- Performance Management Systems (Section 57 only)
- Legal;
- Registry.

##### 5.1.5.1.1 Overall Objectives

##### Development Goals

- To promote socio-economic development and provide support to assist communities throughout the Municipality to cope with the combined impact of poverty and HIV/AIDS; and
- To strengthen the local economy with particular emphasis on tourism, agriculture and commercial development.

### **Development Objectives:**

- Develop an HIV/AIDS Strategic Plan for Mfolozi Municipal area, revise the plan annually and ensure it is in line with the UDM AIDS Integrated Development Strategy
- Ensure ongoing involvement of all relevant role players, education programmes for HIV/AIDS awareness and prevention
- Mobilise farmers in rural areas to develop a strategy for their own group of workers
- Review and implement Mfolozi Municipal Disaster Management Plan as well as the Action Plan that goes with it
- Develop a Municipal protocol by roles and responsibilities inclusive of communication channels.
- Establish fire fighting section in the municipality
- Prepare and Implement a Women, Disabled and Aged Development Plan as well as Youth Policy that is in line with National Youth Strategy
- Ensure that the Municipality employs its Procurement Policy in a manner that is sensitive to gender, youth and the disabled employs its Employment Equity Plan in a manner that is sensitive to gender, youth and the disabled
- Create a safe & secure environment for all residents and visitors to the Municipality
- Prepare and Implement a Municipal Crime Prevention Strategy (involvement of all relevant stakeholders) and ensure that the Strategy is reviewed from time to time

#### **5.1.5.1.2 Administrative Services**

This section is responsible for smooth, efficient and effective operation of Councils processes:

### **Key Performance Areas**

#### Committee/Secretariat Services

This section is responsible for the compilation of agendas, minutes, reports, etc of Council, Exco, Portfolio Committees and ad - hoc committees.

#### Registry and Records

This section is registry and record keeping, maintaining of all records of council.

#### Councillor Support

Support service to councillors.

#### Legal Services

Function is outsourced and provides legal guidance to council on all aspects of council's responsibilities.

#### Delivery Services

This section is responsible for the internal and external delivery and distribution of councils communication material, be it agendas, reports, letters, notifications, etc.

#### Printing and Photocopy Services

All communication material is reproduced in this section.

#### Key Performance Indicators

- Ensure that the access to information manual is revised and updated as per legislation;
- Provision of efficient and effective General Administrative Services.

#### 5.1.5.1.3 Management Services

##### Development Goal

To build capacity among officials and councilors to lead and manage development throughout the Municipality

##### Development Objectives

- Prepare and implement a Workplace Skills Development Plan
- Ensure that organizational structure is aligned with the IDP
- Ensure that Municipal Bylaws are aligned with the IDP where applicable
- Develop the Strategic Communications Plan and implement it
- Draft KPI's and job descriptions for section 57's.

##### Recruitment and selection

This function is responsible for recruitment and selection of staff and achievement of the Employment Equity Plan.

##### Skills Development and Training

Formulation of the WSP and learnerships falls in to this section.

##### Human Resource Administration

HR Administration provides a service to its internal customers and assists with issues such as benefits, leave, allowances, subsidies etc.

##### **Key Performance Indicators**

##### Human Resources Development Programme

- Implementation of Policies;

- Skills Development and implementation.

The Municipal Manager is responsible for the following strategies portfolios:

- Co-ordination of Operational Activities within the Municipality;
- Compliance with the provisions of the Municipal Finance Management Act (MFMA);
- The promotion of intergovernmental Relations.
- Development and implantation of Integrated Development Plan (IDP), which consists of five development strategies.
- Further development of the Performance Management System to measure service delivery in terms of performance indicators.

#### 5.1.5.1.4 Information Technology

Provides the IT infrastructure and mechanisms and align functionality requirements of the various departments and create an enabling environment for service delivery.

##### **Key Performance Areas**

- E-mail and Internet Services;
- Printer maintenance and repairs;
- Network Compression equipment;
- IT Licenses';
- Back – up tapes storage off site

##### **Key Performance Indicators**

- Connectivity at 90+ percent uptime of (WAN) Wide Area Network;
- To fast track the repairs of printers;
- Increase on WAN;
- License payment, support and upgrade;
- Offsite storage of daily, weekly, monthly and yearly backup tape.



#### **5.1.5.1.5 WORKPLACE SKILLS PLAN**

In terms of the Skills Development Act, all employers are required to develop a workplace skills plan and submit to their respect Sector Education and Training Authority on or before the 30th of June 2013. Mfolozi Municipality complies with this piece of legislation by annually submitting its Workplace Skills to the Local Government SETA on or before the 30th of June.

A Workplace Skills Plan is a document that details amongst others the training gaps which exists in the municipality and the interventions the Municipality will endeavour to utilise in order to bridge those identified training gaps. The plan allows the Municipality to identify and bridge the skills gaps that could hinder the Municipality from achieving its strategic objectives as envisaged in its Integrated Development Plan.

The Municipality has a Community Bursary in place which aims at ensuring that, students who wish to further their studies at registered tertiary institutions are afforded the opportunity. In addition, the Municipality has a bursary scheme in place which aims to assist employees who wish to further their studies.

#### **5.1.5.1.6 EMPLOYMENT EQUITY PLAN**

The municipality recognizes the need to provide employment to the local community and provide opportunities to designated groups as defined in the Employment Equity Act No 55 of 1998 to improve their capabilities such that there is a positive contribution towards economic growth and social upliftment. It is therefore intended that this Employment Equity Plan gives

direction to initiatives and interventions necessary to achieve the numerical goals set out herein under Part Two of this plan.

In terms of section 20 of the Employment Act, employers must prepare and implement a plan to achieve employment equity, which must

Have objectives for each year of the plan

Include affirmative action measures

Have numerical goals for achieving equal representation

Have a time-table for each year

Have internal monitoring and evaluation procedures

Identify persons, including senior managers, to monitor implementation of the plan

#### **LEGISLATIVE FRAMEWORK**

The employment equity plan of Mfolozi Municipality which covers the period 2011 - 2015 is developed taking into account the following legislative frameworks which are interlinked to one another.

Constitution of South Africa, 1996

Skills Development Act, 1999

Basic Condition of Employment Act, 75 OF 1997

Employment Equity Act, 55 of 1998

Employment Equity Regulations

Labour Relations Act

Main collective agreement.

Integrating employment equity into HR practices.

#### **5.1.5.1.7 HUMAN RESOURCES PLAN FOCUSSING ON ASUCCESSION AND RETENTION STRATEGY**

Like most organisations, Mfolozi Municipality's internal capacity to achieve the

strategic objectives aimed at local government development is essential to its success. Importantly, the contribution of its staff members at all levels within the municipality is critical to achieving these objectives. Hence it is crucial that the municipality aligns its human resource plan to the overall strategic vision, to support the accomplishment of the municipality's vision, goals and strategies. The municipality's goals should sit at the heart of the HR strategy and in order to align these objectives and human resources. Thus it is important that the necessary organisational structures are put in place, vacancies are filled and key policies, plans and procedures to guide transformation and ensure appropriate capacity are implemented.

The Municipality needs to attract and retain highly skilled workers from an increasingly diverse and mobile labour market. Therefore it needs to ensure that it has adequately planned to attract and retain a diverse and capable workforce. Organisations undertake human resource planning to enable them to meet their future "people" needs in the same way in which they plan for their non human resources.

The term human resource planning is used to describe how organizations ensure that the right people with the right skills are in the right place at the right time. It requires Municipality's to critically analyse its plans for

recruitment, staff retention, succession, training and skills development. A comprehensive human resource plan/ strategy plays a crucial role in the achievement of an Municipality's overall strategic objectives and visibly illustrates that the human resources function fully understands and supports the direction in which the Municipality is moving. A comprehensive HR strategy will also support other specific strategic objectives undertaken by the various departments within an Municipality.

In essence, an HR strategy aims to capture "the people element" of what the

Municipality is hoping to achieve in the medium to long term, ensuring that:-

it has the right people in place

it has the right mix of skill

employees display the right attitudes and behaviours, and

employees are developed in the right way.

The HR strategy shows that careful planning of the people issues will make it substantially easier for the Municipality to achieve its wider strategic and operational goals.

In addition, the HR strategy can add value is by ensuring that, in all its other plans, the Municipality takes account of and plans for changes in the wider environment, which are likely to have a major impact on the Municipality, such as:

changes in the legal framework surrounding employment

changes in the employee relations climate

changes in the overall employment market - demographic or remuneration levels

impact of health issue - HIV/AIDS

cultural changes which will impact on future employment patterns

In addition, The Municipality adopted a policy to regulate the counter offer of employees as part of the Human Resources Plan focusing on a succession and retention Strategy

#### 5.1.5.1.8 Democracy And Corporate Development

##### **Development Goals**

- To ensure that the developmental mandate of the municipality is understood by all the municipality's residents, role players and stakeholders; and
- To ensure that the Municipality, as an organization, operates effectively and efficiently in a transparent manner

##### **Development Strategies**

- To ensure that decision making is streamlined with implementation
- Involve Tribal Authority, Ward Committees and Community Development Workers (CDW's) in the IDP processes
- Conduct IDP Road Shows
- Develop Community Participation Strategy

#### 5.1.5.1.9 Community Services

Community Services is responsible for the following services:

- Library Services;

As and when the employee has declared an intention to terminate his or her services with Mfolozi Municipality, the Council will be entitled to negotiate in writing a counter offer of 20% of the employee's gross salary in terms the Human Resources Retention Strategy. The Council will only be entitled to counter offer an employee who has expressed in writing his or her intention to terminate their services with the Municipality, The adjustment of gross salaries at 20% for employees falling with the same level with the counter offered employee will not be subject to a 20% increment and will accordingly remain the same.

- Municipality Health Services (HIV/AIDS)
- Community & Social Services;
- Disaster Management;
- Traffic Services;
- Sports.

##### **Overall Objectives**

- Provision of community services;
- Promotion of social development;
- Crime prevention and awareness campaigns;
- Community awareness on diseases HIV/AIDS;
- Co-ordination of the Disaster Management;
- Fire fighting Services;
- Local Sports competitions/eliminations

##### **Key Performance Areas**

- Fire Fighting Services;
- Disaster Management;
- Marginalized Groups (Disable, Youth, Gender etc);
- Community education and awareness on HIV/AIDS
- Facilitation on sport activities.

## Key Performance Indicators

- Disaster Management services;
- Fire Fighting;
- Maintenance of a safe, healthy and hygienic environment
- Monitor and report on crime;
- Youth day celebration;
- Empowerment of disabled people;
- Educate community of HIV/Aids

### 5.1.5.1.10 Achievements

- Administration is running smoothly
- Human Resources and IR Policies have been implemented
- PR/PMS has been implemented and user manual thereof developed.
- Lawyers appointed to assist The Municipality with all relevant contracts and agreements
- Shared fire and emergency service established
- Traffic department was established
- Ward Committees have been smoothly running and improved cooperation with Community Development Workers (CDWs)
- LAC forum has been established
- Youth Empowerment Initiative through partnerships and stakeholders has seen 23 members empowered.
- Extension to the Library has been completed.
- Section 12 notice Gazetted Mbonambi Municipality now which is called as Mfolozi Municipality. Changing of brand internally without outsourcing.
- IDP ward committee meetings;
- Workshop for Councillors at Mfolozi Protea Hotel on Leadership and Management;
- Flagship programme "Sukuma Sakhe"

- Netball Sports Equipment handover to the communities valued at R200 000-00;
- 1st Quarter Newsletter released;
- 2nd Quarter Newsletter released;
- Service Delivery Charter released;
- Business Plan submitted for funding for Testing / Disaster Centre.

### 5.1.5.1.11 Challenges

- Budget constraints;
- Road Conditions;
- High vacancy rate, as a result of funding constraints;
- Infrastructure constraints, in terms of office space to accommodate the staff already in the employ of The Municipality;
- Lack of capacity, and limited capacity initiatives can be afforded due to funding constraints;
- Lack of qualified and technically skilled staff.

### 5.1.5.1.12 STATUS OF MUNICIPAL BYLWAS

- Beaches bylaws adopted
- Cemetery and cremation by law adopted
- Dog kennels catteries
- Electricity supply by law - approved
- Environmental bylaw approved
- Fire prevention bylaw approved
- Keeping of animals bylaw approved
- Outdoor advertising bylaw approved
- Parking bylaw
- Public transport bylaw
- Public amenities by law
- Property encroachment by law

- Public roads by law
- Pollution control by law
- Pounds by law

**Plans:- all need to be reviewed**

- Spatial development framework
- Waste management plan
- Disaster management plan
- LED strategy
- Housing sector plan

#### 5.1.5.2 TECHNICAL SERVICES DEPARTMENT

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##### 5.1.5.2.1 Key Performance Areas

- Planning, designing and construction of Waste Sites
- Managing free basic services with Eskom;
- Approval of building plans for external stakeholders;
- Management and operation of waste collection in town.

##### 5.1.5.2.2 Objectives

- Successfully implement and complete approved projects in time and within budget;
- To reduce electricity the number of indigent for free basic services
- Quality service in terms of the building plan approval and to give proper and accurate guidance related to building inspectorate function.

##### 5.1.5.2.3 Key Performance Indicators

- Preparing project progress reports;
- Interpretation of drawings;
- Doing project inspections and supporting the site technicians

- Design and construction of all council's approved infrastructural projects and ensuring the following:
  - Construction methods are environmentally sound;
  - Construction methods promotes local economic development;
  - All projects meet the municipality's objectives in terms of level of service, supply areas (projects footprint), construction timeframes;
  - Project is constructed in accordance with all standard details of council;
  - Progress reports and cash flows are updated and submitted timeously to relevant committees of council and to the respective Provincial and National government departments;
  - Operations and maintenance of the Waste site.

#### 5.1.5.3 FINANCE DEPARTMENT

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##### 5.1.5.3.1 Objectives

- To ensure compliance with the applicable legislative, regulatory and statutory requirements;
- To provide financial support services to the Technical and Corporate departments and Council of the municipality;
- To establish and maintain sound and sustainable management of the financial affairs of the municipality;
- To develop and maintain sound internal controls over the financial and accounting procedures, and financial activities;
- To facilitate an integrated risk management environment/practice within the municipality;
- To ensure realistic, relevant and sound budgetary controls and financial planning; and
- To maintain accurate and reliable accounting records.

#### 5.1.5.3.2 Units and respective functions thereof within the Finance Department

- Revenue and Collections:-
  - Valuation Roll compiling;
  - rates/user charges billing and assessment;
  - property transfers management;
  - debtors management;
  - Grants reporting;
  - municipal hall hire; and
  - municipal facilities rentals.
- Budgetary and Treasury Office:-
  - Annual Budget preparation;
  - Budget monitoring;
  - General Letter to Budget reconciliation (variance analysis);
  - Mid-year adjustments budget; and
  - Budgetary reporting to provincial and National treasury.
- Supply Chain Management:-
  - Procurement/acquisition of goods and services;
  - Contract selection – contractor to provide assistance in the provision of municipal services; and

- Asset disposals and asset letting.
- Payroll:-
  - Employee related costs; and
  - Remuneration of councillors and municipal officials.
- Expenditure Control:-
  - Invoice receipting;
  - Payment of creditors;
  - Monthly reconciliations (municipality's creditors balance to creditors statements); and
  - Grants reporting.
- Integrated functions:-
  - Section 71 reporting (provincial and National Treasury);
  - Bank reconciliations and cash balances;
  - Asset management;
  - Investments management;
  - Government Grants;
  - Creditors management;
  - Annual financial statements;
  - SARS reconciliation; and
  - Auditing matters.

#### 5.1.6 INSTITUTIONAL: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Tourism attraction Mining site (RBM) High percentage of people in need of similar services	Not financially viable Fire fighters Satellite police stations High Levels of failure rates in High Schools
OPPORTUNITIES	THREATS
Municipality easily accessible Agricultural Area. Heritage site	Economic constrains High levels of unemployment Poverty Illiteracy HIV and Aids <b>High level of teenage pregnancy</b> Crime

### 5.2 GOVERNANCE

#### 5.2.1 IGR

The Intergovernmental Relations Framework Act of 2005 envisages the establishment of a District Intergovernmental Forum for every district, giving effect to the goals and principles of intergovernmental relations and cooperative government as contained in Chapter 3 of the Constitution.

The KZN Department of Cooperative Governance and Traditional Affairs (KZN COGTA) provided assistance with the preparation of a Draft Mayoral Protocol for the uThungulu District Mayor's Coordinating Forum.

The Mayoral Protocol will serve as a Terms of Reference for the uThungulu District Mayor's Coordinating Forum in order to promote Intergovernmental Relations within the District.

The Mayoral Protocol provides a framework or guidance on the following matters of the uThungulu District Mayors Coordinating Forum:

Membership;

Object of the Forum;

Functions of the Forum;

Referral of matters;

Meeting of the Forum;

Broad consultative meeting;

Procedure;

Resolutions and their implementation;

Settlement of Disputes;

Technical support structure;

Funding;

Amendment of protocol

Application.

The Forum consists of:

the mayor of the uThungulu District Municipality;

the mayors of local municipalities in the District; and

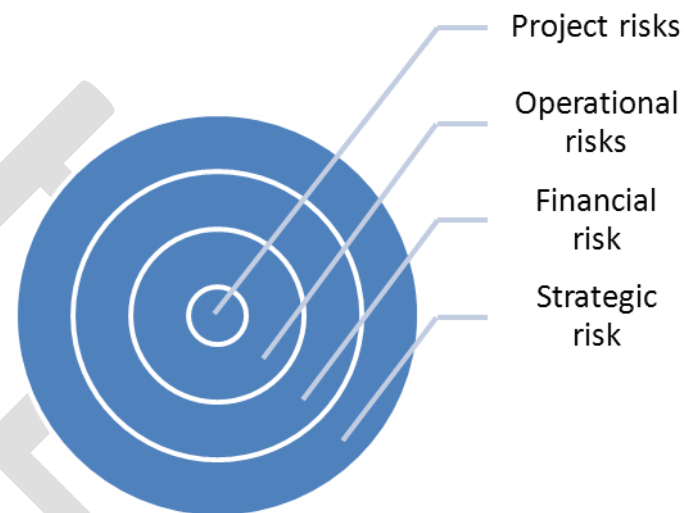
Socio-Economic partners and other stakeholders as may be invited by the District Mayor.

It is considered that through this established Mayoral Protocol, IGR will improve in the District and its family of Municipalities, including Mfolozi.

#### 5.2.2 RISK MANAGEMENT

The Mfolozi Municipality has adopted a Risk Management Policy. The following sets out the four identified Risk Categories.

#### Graph 4: Four Risk Categories



The table below attempts to unpack the four Risk Categories:

**Table 9: Unpacking of the four identified Risk Categories**

MAIN RISK CATEGORIES	EXAMPLES	MAIN MITIGATION MEASURES
Strategic risk	-Political changes or change in system of government or policies particularly as our system in South Africa is based on proportional representation which means political parties and political alignments are more	-Hard to predict or quantify, this can be addressed through:  -Environmental scanning, scenario development



MAIN RISK CATEGORIES	EXAMPLES	MAIN MITIGATION MEASURES
	profound. -Faction fighting -Forceful and grabs	and simulation.  -Ensuring that service delivery and peoples needs surpass political affiliation and subjectivity.  -Maximize public participation in matters of local government.  -Effective strategic management.  -Capacity building for all stakeholders.  -Passing appropriate by-laws and ensuring there is rule of law.  -Development of strategic response to each alternative scenario.  -Development of conflict resolution skills.
<b>Financial</b>	-Fraud and corruption -Market risks -Interest rates	-Application monitoring of policies and plans such a fraud and corruption plan.

MAIN RISK CATEGORIES	EXAMPLES	MAIN MITIGATION MEASURES
<b>risk</b>  <b>Risk pertaining to corruption, solvency, profitability and liquidity</b>	-Equity prices -Transfer risk -Political risk -Crime -Economic risk -Liquidity risk -Rates or rent boycott -Failure to collect rates and municipal taxes -Failure to collect monies from municipal creditors.	Proper implementation and monitoring of the Acts such as the Municipal Finance Management Act -early warning system -An effective and efficient justice system at local level. -Collaborative efforts in combating crime such as developing the capacity of ward committees, financial committees and policing forums. -Transparent procurement system.
<b>Operational risks</b>  <b>Failures of operational effectiveness or service delivery in municipal operations due to inadequate internal processes or</b>	-Poor performance in critical KPA. -Dissatisfaction of residents with service delivery which might lead to protests and even violence. -Councilors who are not accountable. -Not adhering to the Batho Pele principles -No clear roles and function of municipal stakeholders. -Political interference in service delivery. -lack of cooperation between the municipality and other spheres of government including the District Municipality	-Application and monitoring of performance managements systems within the municipality. -Development of mechanisms and systems of involving the community in matters of governance and decision making at local level such as ward committees, project committees. - Communication internal and externally improved. - Capacity building regarding roles, function, and responsibility of each municipal stakeholder. - Enforce adherence to the

MAIN RISK CATEGORIES	EXAMPLES	MAIN MITIGATION MEASURES
<b>ineffective response to external challenges.</b>		<p>code of conduct by both councilors and council officials.</p> <p>-Making the IDP development and the budgeting processes community driven process.</p> <p>-Improve intergovernmental relations.</p> <p>-Adherence to the Municipal Financial management systems and sound financial practices.</p> <p>-Good governance principles such as accountability and transparency, openness, responsiveness and so on</p> <p>-Informing the public about what quality and standard of service to expect.</p> <p>-Ensuring that public meetings to update communities about development are held regularly.</p>
<b>Project and programme risks</b>  <b>Risk within</b>	<p>-Risk of technology failure.</p> <p>- Strikes</p> <p>- Project personnel that does not have appropriate skills to deliver.</p> <p>-Failure to complete the project</p> <p>-Project is of low standard, and it is difficult to retrieve</p>	<p>-Effective strategic planning, incorporating internal and external stakeholders.</p> <p>-Ensuring alignment of the project to the IDP.</p> <p>-Open and transparent procurement system.</p> <p>-Formation of project committees.</p>

MAIN RISK CATEGORIES	EXAMPLES	MAIN MITIGATION MEASURES
<b>specific projects, involving technology, human behavior and external threats.</b>	<p>municipal monies used.</p> <p>- The procurement process was not open and transparent.</p> <p>-There is no buy in or ownership of the project by the community.</p> <p>-The project is not based on the real needs of the people, and thus does not address the real needs of the people.</p> <p>-Lack of cooperation and good working relationship between the municipality and different government departments.</p> <p>-Budgetary constraints</p> <p>-The project is not aligned to the IDP</p>	<p>-Project steering committees to be well versed with their roles functions and responsibilities.</p> <p>-Ensuring that the service provider provides quality service.</p> <p>-Proper project budgeting.</p> <p>-Accountability, transparency, monitoring and constant reporting regard project progress.</p> <p>-Use of local resources.</p>

### 5.2.3 FRAUD & CORRUPTION

The Mfolozi Municipality has adopted an Anti-Corruption / Fraud Prevention Plan, with the following aims:

- Enhance public confidence in the municipality,
- Build and maintain an ethics culture in order to avoid possibilities for conflict of interest well in advance,
- Strengthen community participation in exposing and reporting corruption,

- Create organizational culture of transparency,
- To encourage councilors in particular to engage communities in anti corruption initiative,
- To prevent, detect and investigate fraud and corruption, and take appropriate action in the event of such irregularities,
- To build public accountability as well as internal accountability and transparency,
- To enhance efficiency, effectiveness and responsiveness of the Mbonambi Municipality,
- To promote effective participation of municipal stakeholders in decision making and in corruption prevention, and
- Increase municipal credibility and remove public distrust.

#### 5.2.4 PUBLIC PARTICIPATION

As set out in the IDP Process Plan, the following Structures have been established to ensure effective and efficient public participation around planning and development that affects people's life:

**Table 10: Public Participation Structures**

Structure	Status
IDP Representative Forum	Functional
Road Shows	Functional
Ward Committees	Established and Functional
Izimbizo	Functional
Ward-based Planning forum	Still to be established

In addition to the above structures, the following avenues for participation in planning and development processes are also used:

- Media is used to distribute information to communities and to notify them of meetings or workshops. Media includes radio, newspapers, posters and leaflets;
- Special meetings with Amakhosi and izinduna;
- Special meetings with all farmers;
- Special meetings with co-operatives; and
- Special meetings with the formal business sector, eg. Formalized MOU with RBM – Community Development.

## 6. SOCIAL AND COMMUNITY DEVELOPMENT ANALYSIS

### 6.1 ACCESS TO COMMUNITY FACILITIES

In this sub-section, accessibility to social facilities and services, i.e. cemeteries, tribal courts, crèches, schools, community halls, health facilities, pension payout points and sport facilities are provided. The rationale behind this analysis is that (1) areas that have poor access to community facilities are shown in order to guide future development of such facilities. A further critical criterion is to consider the need for such facilities and services in relation to population densities because any such provision in community/social facility related needs has the potential to address the need of a relatively large beneficiary community.

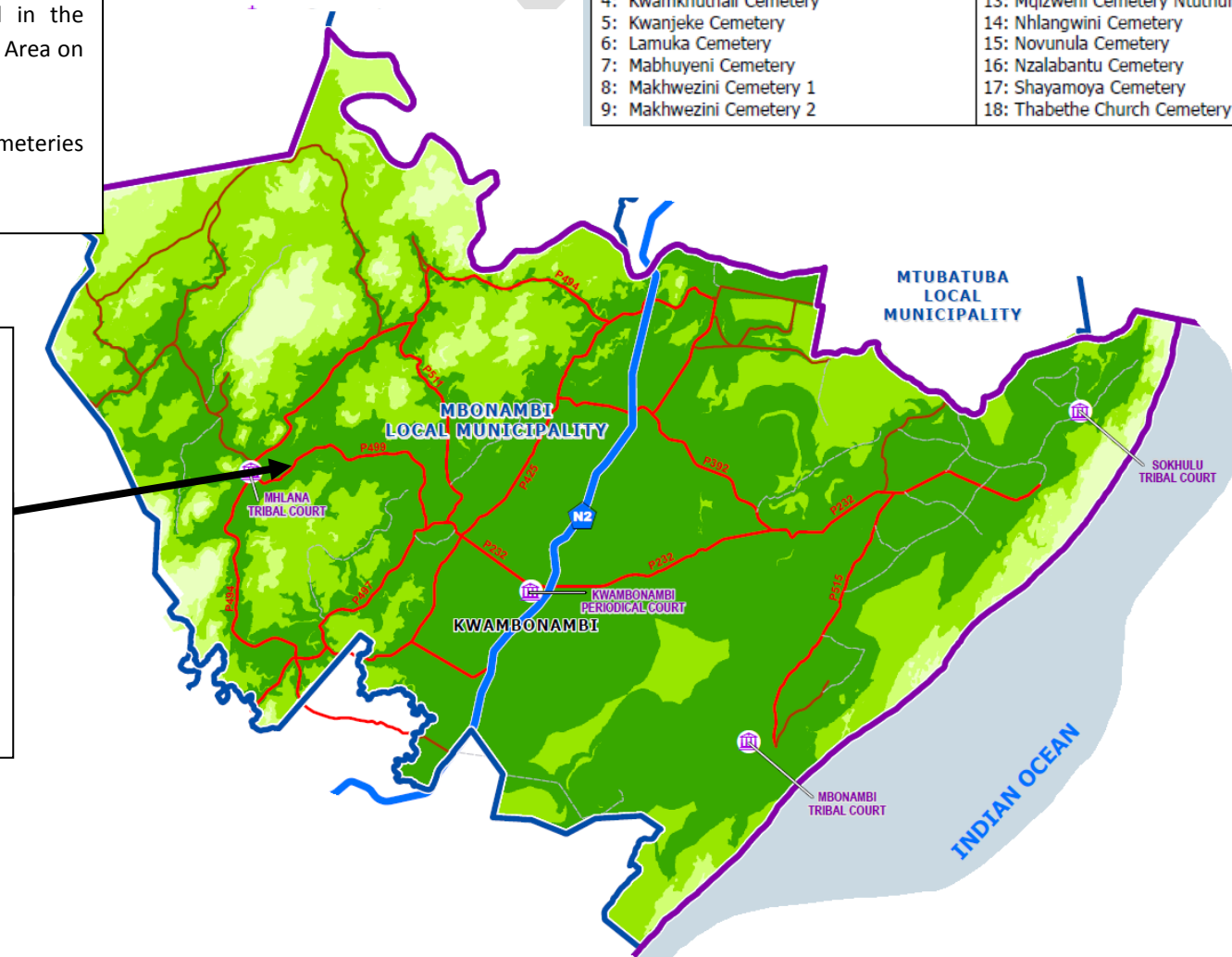
### 6.1.1 CEMETERIES

The provision of cemeteries – albeit informal community cemeteries – is focused in the north-western sector of the Municipal Area on Ingonyama Trust land.

There are, however, areas where cemeteries might be lacking.

#### CEMETERIES

- |  |                                   |
|--|-----------------------------------|
| 1: Cemetery Ntuthunga 2                  | 10: Mbabe Mission Cemetery        |
| 2: Fuyeni (Esitezi) Cemetery             | 11: Mbonambi Mission Cemetery     |
| 3: Kwabheka Abezayo Cemetery Ntuthunga 1 | 12: Mfolozane Cemetery            |
| 4: Kwamkhuthali Cemetery                 | 13: Mqizweni Cemetery Ntuthunga 2 |
| 5: Kwanjeke Cemetery                     | 14: Nhlangwini Cemetery           |
| 6: Lamuka Cemetery                       | 15: Novunula Cemetery             |
| 7: Mabhuyeni Cemetery                    | 16: Nzalabantu Cemetery           |
| 8: Makhwezini Cemetery 1                 | 17: Shayamoya Cemetery            |
| 9: Makhwezini Cemetery 2                 | 18: Thabethe Church Cemetery      |

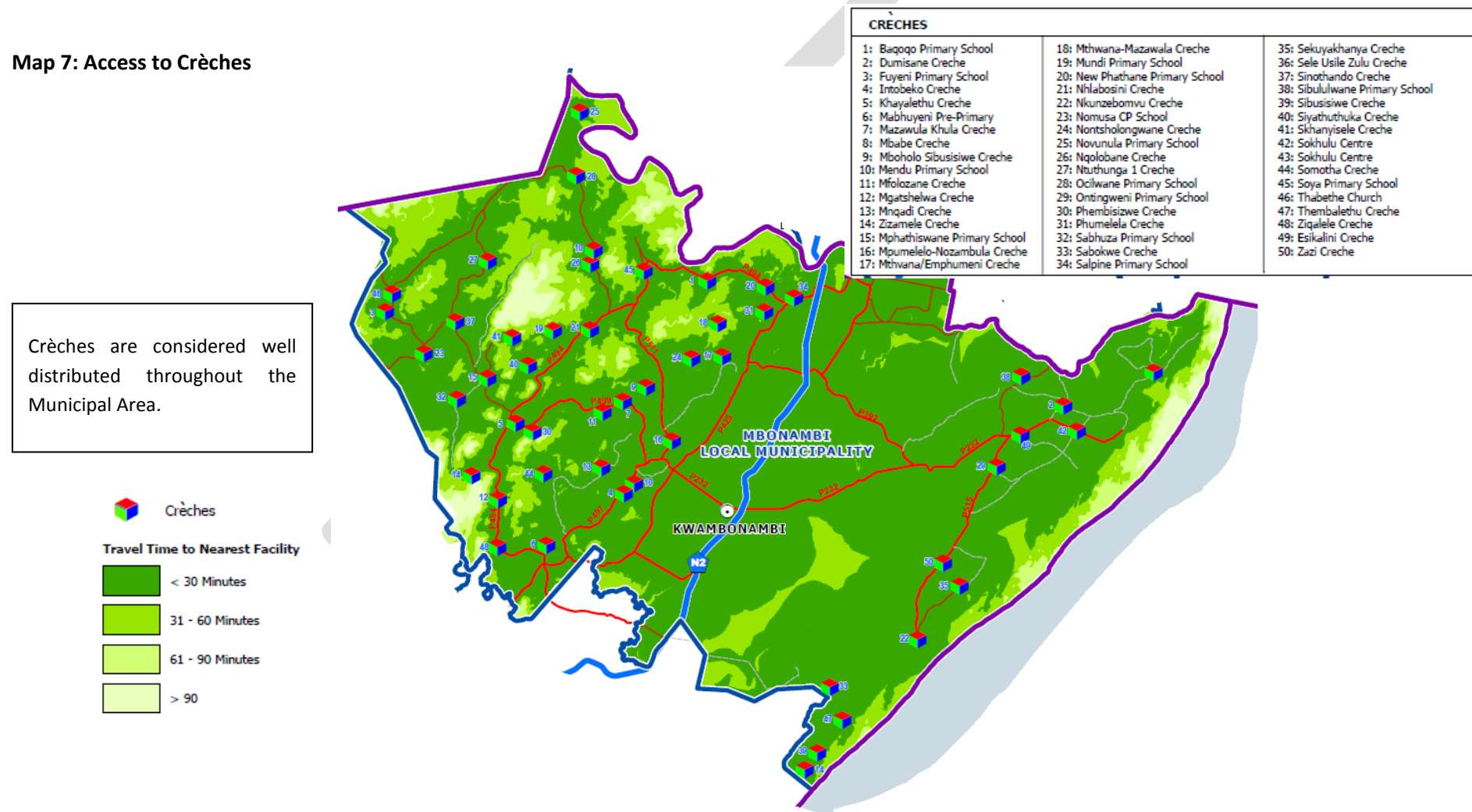


Communities residing on Ingonyama Trust land along the coastal strip of the Municipal Area have good access to Tribal Courts.

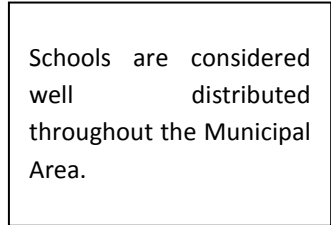
However, communities residing in the north-western sector of the Municipal Area, have to travel more than 61 minutes to the nearest Tribal court (Mhlana Tribal court).

## 6.1.2 CRÈCHES

**Map 7: Access to Crèches**

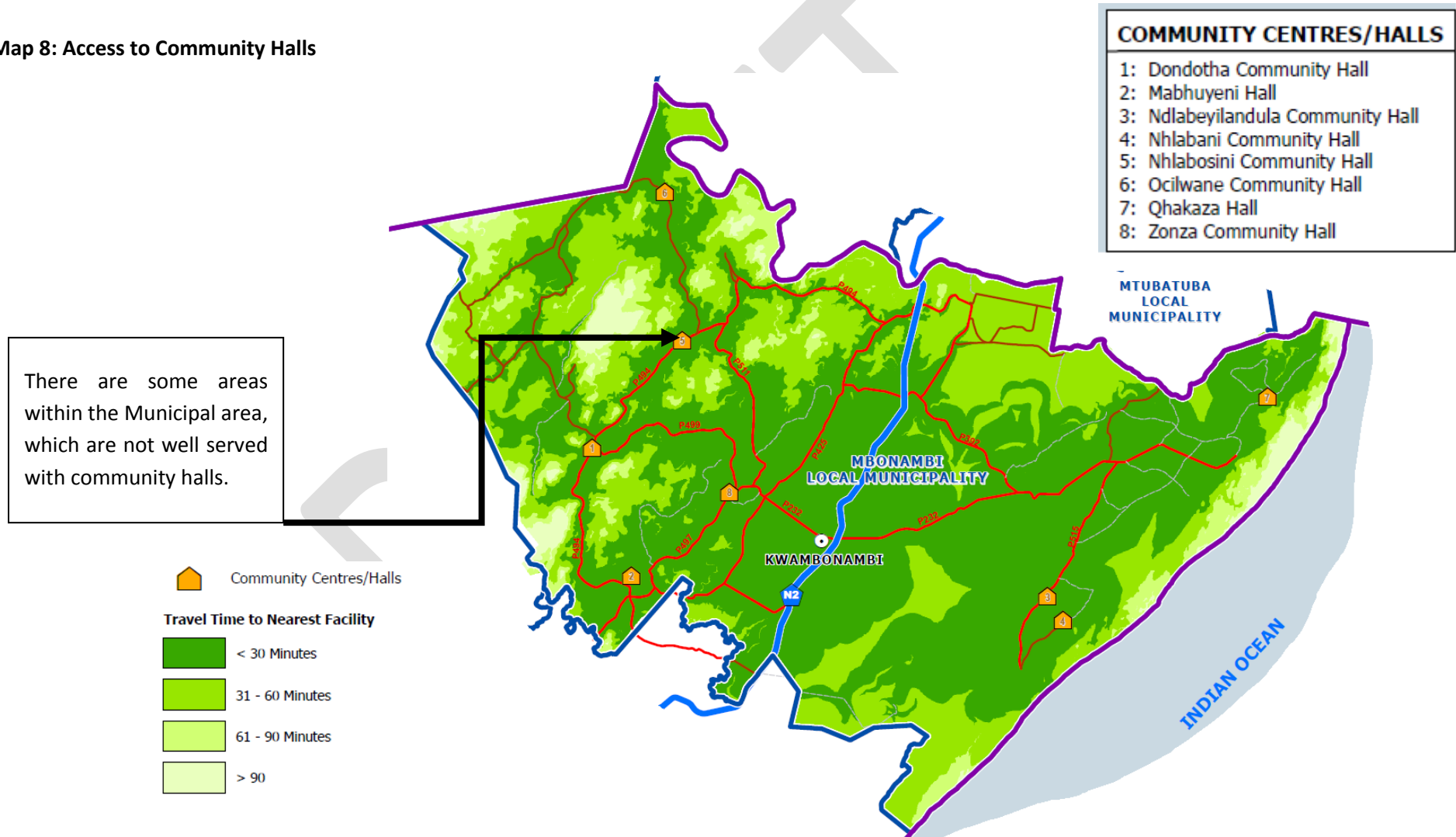


### 6.1.3 SCHOOLS

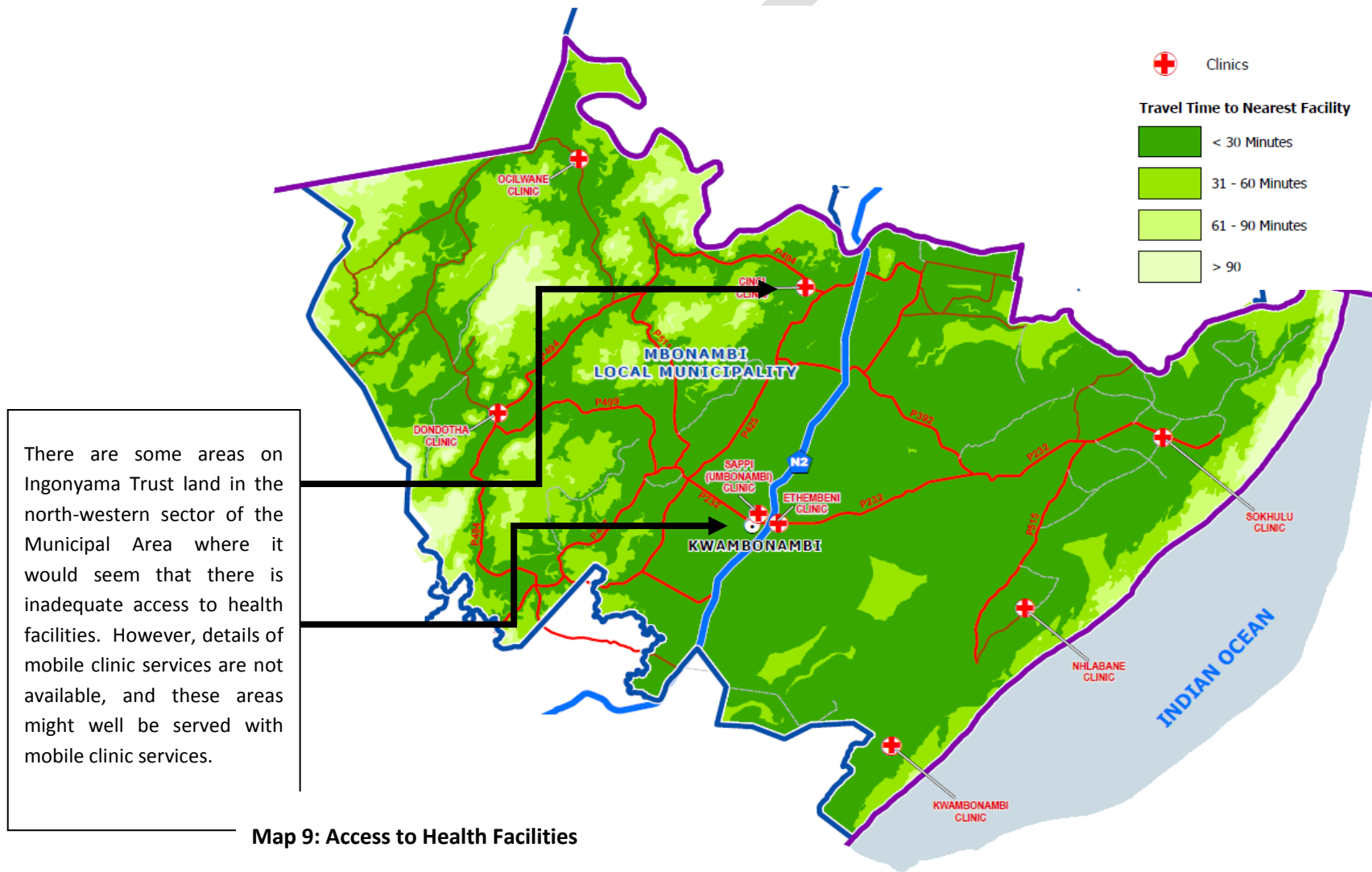


## 6.1.4 COMMUNITY HALLS

**Map 8: Access to Community Halls**



## 6.1.5 HEALTH FACILITIES





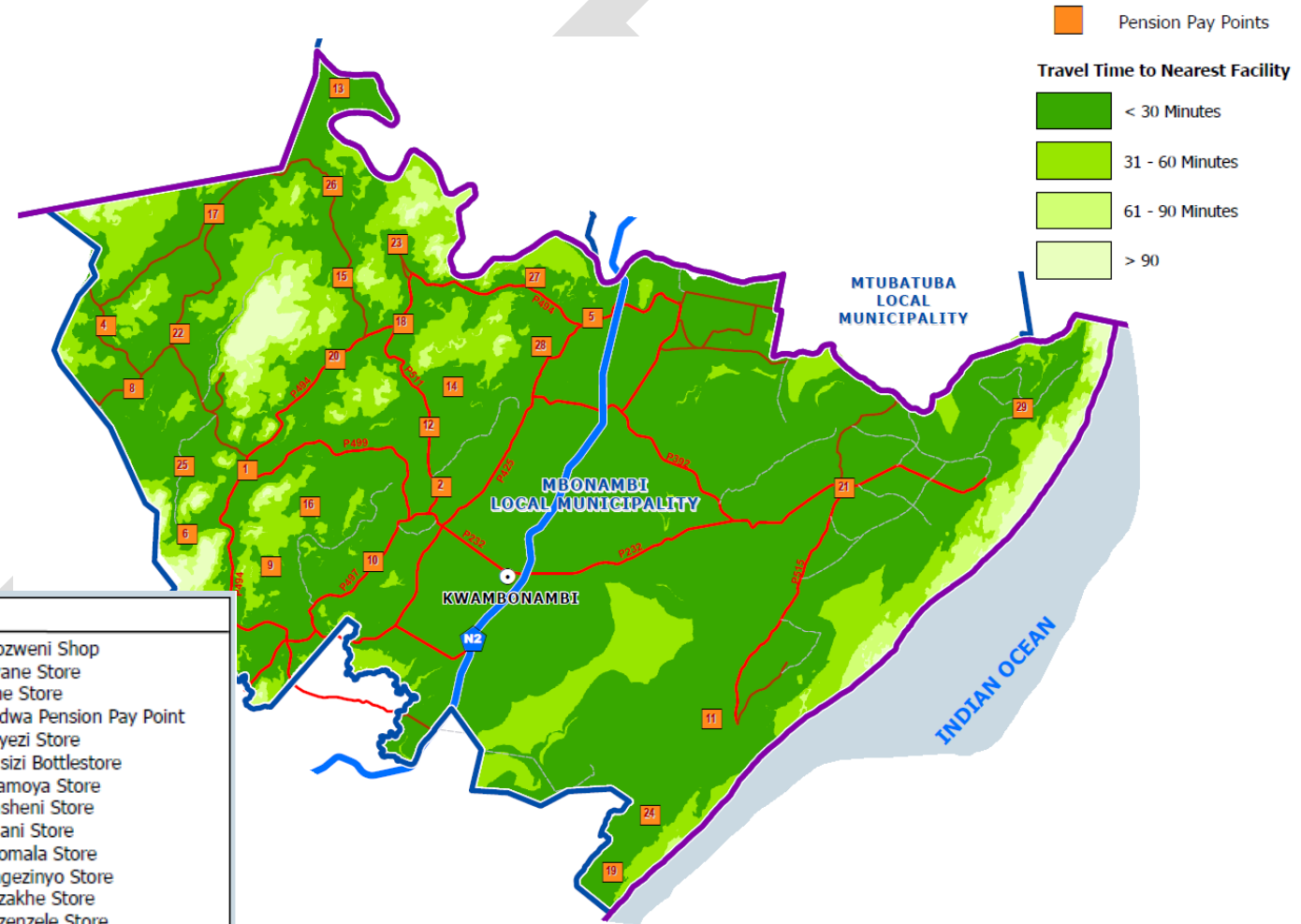
## 6.1.6 PENSION PAYOUT POINTS

Pension Payout Points are considered well distributed throughout the Municipal Area.

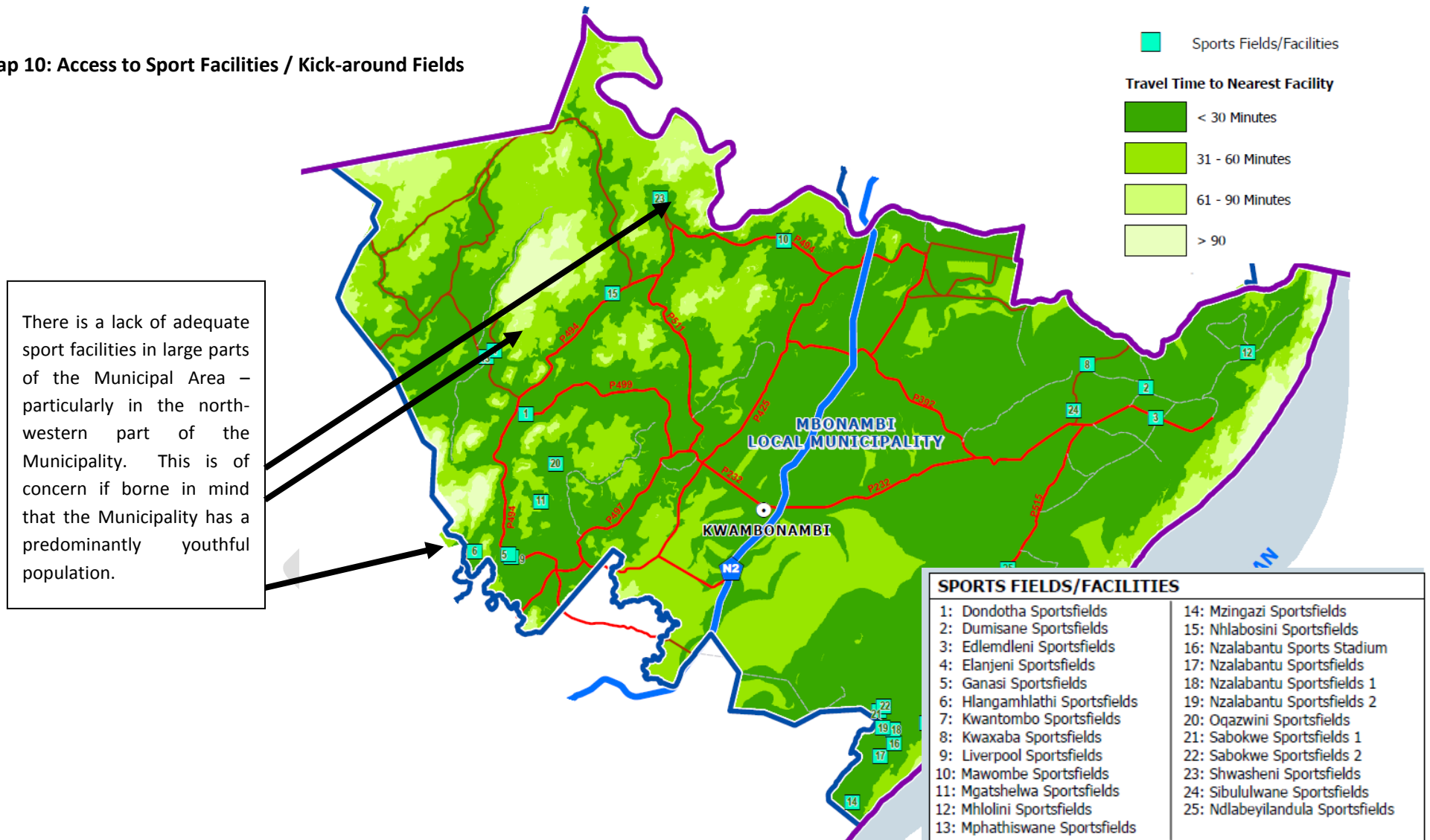
However, facilities for pensioners at payout points are severely lacking.

### PENSION PAY POINTS

- |                                 |                               |
|---------------------------------|-------------------------------|
| 1: Dondotha Store               | 16: Ntokozweni Shop           |
| 2: Empumelelo Store (Nozambula) | 17: Ocilwane Store            |
| 4: Hlakanyane Store             | 18: Patene Store              |
| 5: Khayaletu Cash & Carry       | 19: Khondwa Pension Pay Point |
| 6: Kwashembe Store              | 20: Nkanyezi Store            |
| 7: Makhuba Store                | 21: Qedusizi Bottlestore      |
| 8: Makhwezini Store             | 22: Shayamoya Store           |
| 9: Mankaiyane Store             | 23: Shwasheni Store           |
| 10: Mbabe Pension Point         | 24: Sizanani Store            |
| 11: Mbonambi TA                 | 25: Thokomala Store           |
| 12: Mthatheni Store             | 26: Velangeziyo Store         |
| 13: Ngomane Store               | 27: Vukuzakhe Store           |
| 14: Ngwanyo Store               | 28: Vukuzenzele Store         |
| 15: Nhlanhleni Store            | 29: Sokhulu Centre            |



**Map 10: Access to Sport Facilities / Kick-around Fields**



## 6.2 HOUSING

The 2011 census survey indicate that 65% of the population of Mfolozi Municipality has access to formal dwelling. The Backlog of 27% in terms of access to formal structure.

**Table 11: Types of main dwelling (StatsSA Community Survey 2011)**

TYPE OF DWELLING	CENSUS 2001
House or brick structure on a separate stand or yard	16691
Traditional dwelling/hut/structure made of traditional materials	5851
Flat or apartment in a block of flats	0
Cluster house in complex	80
Townhouse (semi-detached house in a complex)	61
Semi-detached house	19
House/flat/room in backyard	209
Informal dwelling (shack; in backyard)	457
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	394

Room/flatlet on a property or larger dwelling/servants quarters/granny flat	66
Caravan/tent	31
Other	279
<b>TOTAL</b>	<b>25583</b>

From the above table, the following are noted:

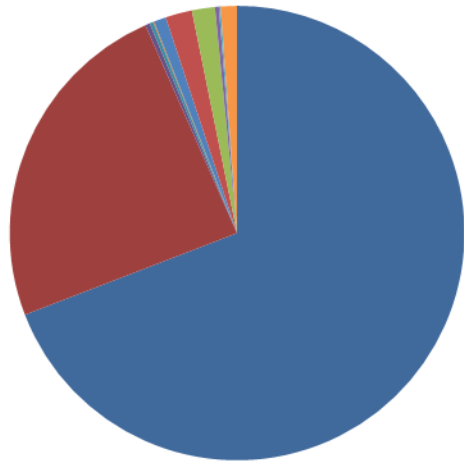
There has been a substantial decrease, between 2001 and 2007, in the percentage of people residing in traditional dwellings, i.e. from 41.6% in 2001 to 25.1% in 2007. This constituted a decrease of 16.4%.

There has also been an increase in the percentage of people residing in shacks (not in someone's backyard), i.e. from 4% in 2001 to 9.8% in 2007.

The percentage of people residing in workers hostels has also increased substantially from 0% in 2001 to 8% in 2007.

**Graph 5: Type of Dwelling**

:



- House or brick structure on a separate stand or yard
- Traditional dwelling/hut/structure made of traditional materials
- Flat or apartment in a block of flats
- Cluster house in complex
- Townhouse (semi-detached house in a complex)
- Semi-detached house
- House/flat/room in backyard
- Informal dwelling (shack; in backyard)
- Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)
- Room/flatlet on a property or larger dwelling/servants quarters/granny flat
- Caravan/tent

Eightyears ago the municipality developed a Housing Plan and embarked on eleven housing projects. One of these projects entailed slum clearance and all the other projects are rural housing projects and their details are as follows:

Mbonambi Newtown (slum clearance) – This project started in 2007 after receiving the DFA approval all 507 approved houses have been completed. Negotiations to acquire a further portion of land to facilitate the construction were started by Municipality.

Mhlana/Masakhisane Rural Housing – A total of 450 of the 1,000 approved beneficiaries received houses at the end of January 2011 and steps were taken by the municipality to increase delivery of houses.

Dondotha, Mvamanzi, and Cwaka, Nzalabantu Rural Housing – These projects already have planning consent. They consist of 1,000 houses each.

Hlanzeni, Mzingazi, Ndlabeyilandula, Sabokwe and Sibululwane Rural Housing – Each of these projects has its own challenges ranging from land tenure to re-advertisements due to unsuccessful agents and each consists of 1,000 houses.

A further four rural housing projects have since been identified consisting of 1,000 houses each. The municipality has appointed proficient implementing agents for the planning, approvals and construction. These projects are located in:

Cinci,

Ocilwane,

Makhwezini, and

Nozambula.

The table overleaf depicts the Mfolozi Housing Project Plan:

## DEALING WITH ISSUES OF URBANISATION

The Municipality is currently compiling a Community Based Plan in its peri-urban area which is next to Richards Bay Municipality known as Nzalabantu and Mzingazi to ensure a safe and sustainable settlement in the area.

The Existing Housing Sector Plan in the course of review placed a Project known as Slovas Slum Clearance phase 1 (with 507 complete housing units) and phase 2 (with 1000 housing units to be constructed soon) in the prime land of the Municipality being along the N2 Road near employment centres, educational facilities and many other social amenities to curb urban sprawl and ensure integration and social cohesion between the haves and have-nots.

**Table 12: Mfolozi Housing Project Plan**

WARD	PROJECT NAME	NUMBER OF HOUSING UNITS	PROJECT PROGRESS	BUDGET
Ward 1	Hlanzeni Rural Housing Project	1000	Stage 1 approved	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 2	Slovas Slum Clearance Housing Project	507	Project Close-out Stage	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 2	Phase ii Slovas Slum Clearance Housing Project	1000	Project Packaging Stage 01	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 3	Ndlabeyilandula Rural Housing Project	1000	Application pack submitted to DOHS	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 4	Sibululwane Rural Housing Project	1000	Planning stage to move to stage 1 before June 2013	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 5	Sabokwe Rural Housing Project	1000	Project Packaging stage 01	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 5 & 14	Nzalabantu Rural Housing Project	1000	Stage 01 approved by March 2013	As per Current Subsidy and or amended as per the applicable annual escalation

Ward 6	Mzingazi Rural Housing Project	1000	Stage 01 Approved currently busy with subsidy administration	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 7 & 9	Cwaka Rural Housing Project	1000	Construction stage 70% complete	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 7& 9	Cwaka Rural Housing Project phase 2	1000	In the process of developing housing sector plan and packaging project	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 8	Mhlana/ Masakhisane Rural Housing Project	1000	Project Blocked Pending Court Case	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 9	Dondotha Rural Housing Project	1000	Stage 01 Approved currently busy with subsidy administration	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 10	Mvamanzi Rural Housing Project	1000	Project Blocked Pending Court Case	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 11	Cinci Rural Housing Project	1000	Stage 02 submitted to DOHS	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 2,8,11&15	Bhubhubhu Rural Housing Project Phase 2	1000	In the process of developing housing sector plan and	As per Current Subsidy and or amended as per the applicable annual escalation

			packaging project	
Ward 2,11&15	Bhubhubhu Rural Housing Project	1000	Construction stage 35% complete	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 12	Nomuwa / Makhwezini Rural Housing Project	1000	Stage 02 submitted to DOHS	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 13 & 15	Ocilwane Rural Housing Project	1000	Stage 02 submitted to DOHS	As per Current Subsidy and or amended as per the applicable annual escalation
Ward 14	Thuthukani Rural Housing Projects	1000	DOHS Agreed to fund this from 2013/2012 Financial Year	
Ward 15	Phathane Rural Housing Projects	1000	DOHS Agreed to fund this from 2013/2012 Financial Year	

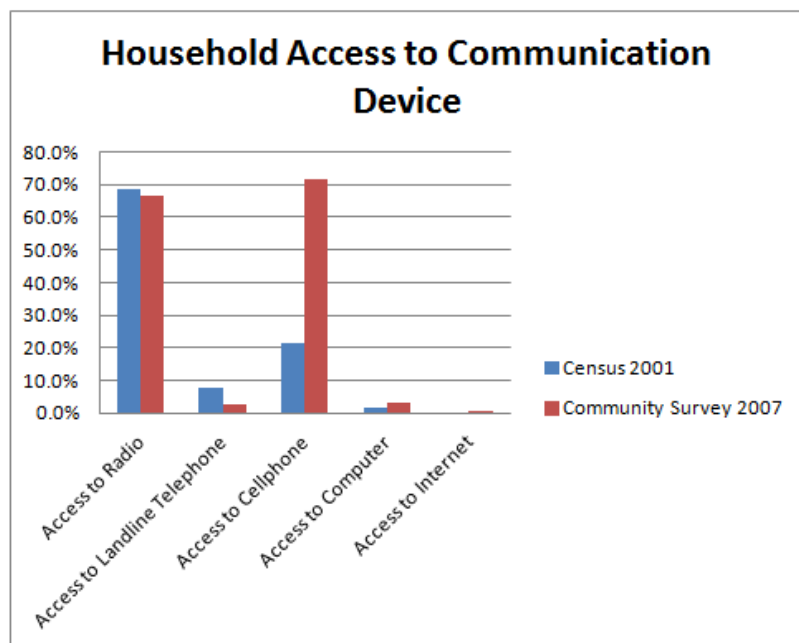


## 6.3 TELECOMMUNICATIONS

**Table 13: Household Access to Communication Devices**

Household Access to Communication Devices	Census 2001	Community Survey 2007	Census 2011
Access to Radio	68.7%	66.6%	
Access to Landline Telephone	7.9%	2.9%	
Access to Cellphone	21.5%	71.7%	
Access to Computer	1.8%	3.1%	
Access to Internet	0.0%	0.9%	

**Graph 6: Household Access to Communication Devices**

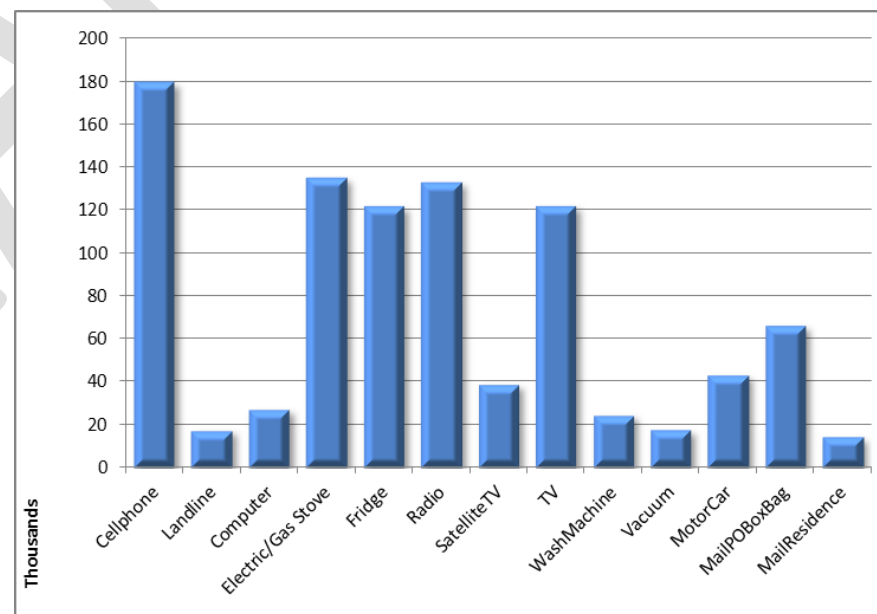


Source: StatsSA Census 2001 & Community Survey 2007

Households access to cellphones have increased dramatically between 2001 and 2007, i.e. from 21.5% in 2001 to 71.7% in 2007. Households access to computers and the internet is virtually non-existent.

The 2011 census stats indicate the following:-

It is evident that almost the whole population of Mfolozi municipality has access to a tv, fridge and radio. Only 66481 have access to mail in post boxes. 24621 have access to washing machines and have access to land line telephone. However with the increase in technology more people have access to cellphones.



**Figure 10: access to telecommunication**

HOUSEHOLD GOODS	
Cellphone	179937
Landline	17638
Computer	27500
Electric/Gas Stove	135277
Fridge	121991
Radio	133389
SatelliteTV	38945
TV	122176
WashMachine	24621
Vacuum	17741
MotorCar	43238
MailPOBoxBag	66481
MailResidence	14358

source: Census 2011

#### 6.4 SAFETY AND SECURITY

Revived Crime Awareness Campaigns, through the Community Policing Forums with co-operation of the local SAPS and the Regional Security Cluster, are being undertaken.

#### 6.5 MARGINALISED GROUPS

The Municipality has adopted a **Women, Disabled and Aged Plan** during the 2009/2010 financial year. The Policy Objectives of the plan are:

- To take all appropriate measures including legislation, administrative measures, to modify or eradicate regulations within the municipality,

customs, practices and cultural stereotypes which discriminate against women.

- Promote and protect the rights of women within the kwaMbonambi area.
- To encourage all stake holders to refrain from engaging in any act or practice of discrimination against women in particular to ensure that councilors and council officials and other sectors act in conformity with this obligation.
- Enable the municipality to pursue by all appropriate means and without delay the implementation of this policy of eliminating discrimination against women and promote gender equity.
- Commit all stakeholders to the elimination of all forms of gender discrimination and the promotion of gender justice.
- Assist the municipality and its people to ,modify the social and cultural patterns of conduct of men and women, with a view to achieving the elimination of prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women.
- Mainstream gender to all municipal activities.

The Plan sets out how these Policy Objectives can be achieved and the Municipality is implementing the plan's recommendations.

The Mfolozi Municipality has adopted a **Youth Policy in 2006**. The purpose and the rationale for the development of the Mfolozi Youth Policy are:

The youth in Mfolozi (Mbonambi) constitute a very high percentage of the population.

The challenges facing youth in other areas, particularly in urban areas is doublefold in Mfolozi (Mbonambi) due to underdevelopment and the rural nature of the municipality.

The rate of unemployment, HIV and AIDS and Substance abuse is very high.

There is a need of integrated approach to addressing youth issues, within the municipality as required by the Integrated Development Plan of the Municipality.

The municipality has already tried to initiate and implement some youth programmes, which unfortunately lacked the framework and the basis such as the policy to guide them, hence they have been unsustainable.

The National Youth Policy calls for Local Municipalities to develop their own youth policies closely aligned to the National Youth Policy.

To ensure that all young women and men are given meaningful opportunities to reach their full potential both as individuals and as active participants within the municipality.

Acknowledgement of the diverse needs of the youth of Mbonambi considering the fact that others are still at school, others unemployed, while others are working.

The Policy identified the challenges faced by the Mfolozi Municipality in respect of youth development. These have been summarized into four categories, namely:

Education, training, capacity building;

HIV and AIDS, health and STI's, early pregnancy;

Economic participation;

Safety and security.

The Policy makes recommendations, in respect of the above four categories, as well as list resources available to the youth to assist in addressing the challenges to youth development. The Municipality has already established a Youth Desk, as recommended in the Policy. Further, the newly elected Council has already resolved that this Policy will be reviewed during 2012/2013 financial year .

## 7. ECONOMIC ANALYSIS

The economy of Mfolozi is influenced by various factors. The close proximity to Richards bay Harbour and a number of multi-national companies such as; RBM, Mondi and Sappi plays a role in the economy of Mfolozi.

### 7.1 POPULATION

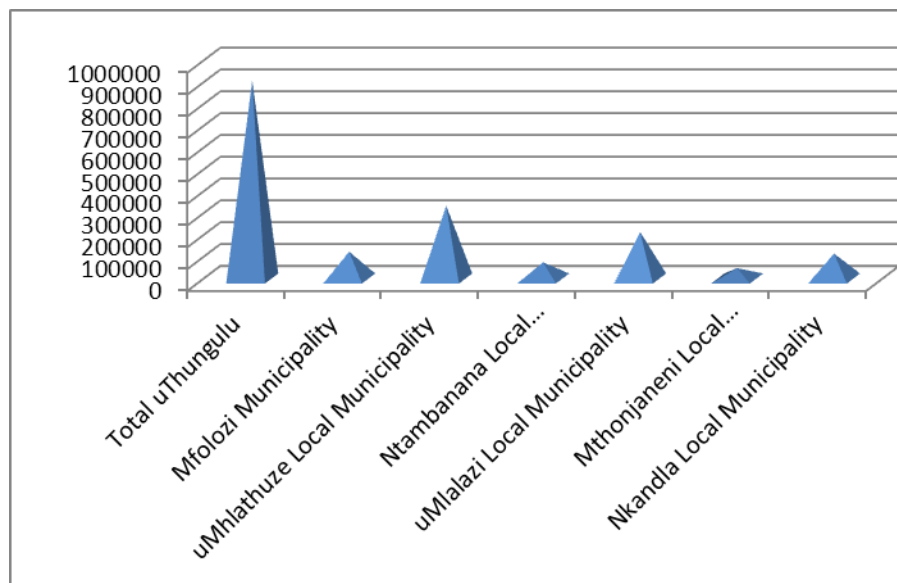
The total population of Mfolozi Municipality in 2010 is estimated at 122889 having increased from 106 942 people in 2001, of which approximately 53% are women. The dominant population group is Black African.

**Table 14: Population of the Local Municipalities in uThungulu, 2005 to 2011**

Year	2005	2006	2007	2008	2009	2010	2011
Total uThungulu	910059	913636	915824	917852	923852	930624	907519
<b>Mfolozi Municipality</b>	<b>113505</b>	<b>115205</b>	<b>116904</b>	<b>118579</b>	<b>119965</b>	<b>121161</b>	122889
uMhlathuze Local Municipality	309650	316861	324034	330942	335814	339594	334459
Ntambanana Local Municipality	89647	91155	92609	93987	95055	95937	74336
uMlalazi Local Municipality	212332	206454	199736	193248	191648	191781	213601
Mthonjaneni Local Municipality	50301	50098	49725	49327	49451	49733	47818
Nkandla Local Municipality	134624	133863	132816	131769	131919	132419	114416

Source: Quantec, 2012 and census 2011

The average population density is estimated at 85 people per km<sup>2</sup> whilst the province is estimates at 95 people per km<sup>2</sup>. The figure below indicates the population change that took place in the various uThungulu Local Municipalities between 1995 and 2010. The exceptional growth of the uMhlathuze population is clearly shown while Mfolozi's population also indicated some growth together with that of Ntambanana. The population of uMlalazi and Nkandla shows a decline while that of Mthojaneni remained almost constant. The high growth of the uMhlathuze population is an indication of the rate by which the people in the district are urbanizing



The above graph indicates the population of uThungulu District and the local municipalities in 2011.

## 7.2 ECONOMIC OVERVIEW

The only town of Mfolozi is KwaMbonambi is situated between Mtubatuba and Richards Bay approximately 33 km north of Richards Bay. A significant portion of Mfolozi formed part of the former KwaZulu which tended to be neglected in terms of economic development. Most of the area of the municipality is also rural and associated with a lack of development, poverty and poor service provision.

## 7.3 ECONOMIC: SWOT ANALYSIS

### 7.3.1 STRENGTHS

Land suitable for farming is available

Impressive national financial fundamentals which attract investments to the province

Existence of Co-operatives of different sectors

Location of the municipality along the coast and the economic infrastructure

Closeness to popular tourism and heritage sites

Human resource base

Community eager to participate in community development projects

Next to Richards Bay Harbour

N2 national road linking Durban and the Zululand passes through Mfolozi

Rural areas are developing

Availability of schools and clinics in the area.

Good rainfall especially Sokhulu

Underutilised rural land

Sugarcane grown for commercial agriculture

Timber forests are grown in the area

Strategic initiative: relocation of Durban Airport to LaMercy

### 7.3.2 WEAKNESSES

High levels of poverty and underdevelopment

Shortage of basic services to rural communities of the municipality

Low levels of tourism

High illiteracy

Lack of skills base

No resource / information centre

Uncoordinated development

Inadequate infrastructure such as roads, sanitation, water, electricity

Town of Mfolozi is not well developed and marketed.

### 7.3.3 OPPORTUNITIES

Mfolozi is closer to the town of Richards Bay, which not only have an Industrial Development Zone, but also is one of the fastest growing towns in SA.

Dube Port to be constructed next to the King Shaka Airport, will provide sustainable economic growth in the province

The national road N2, that links to Durban, the KZN North Coast, the Eastern Cape, Cape Town, the Garden Route, Gauteng and Mpumalanga traverses the area of Mfolozi Municipality

Wide range of tourism opportunities and close proximity and jurisdiction over some part of Indian Ocean Beaches.

Access to both the Richards bay and Durban Ports for imports and exports.

Undertaking by the Provincial Government to activate and put into operation the KZN Growth Fund to expand public and private investment in local job creation opportunities.

Undertaking by the Provincial Government to establish a regionally-based Community College System focusing on life and business skills training.

Easy and close access to the two Provincial Airports of Richards Bay and Durban.

Rich Cultural Heritage in KZN province

Strengthening of provincial development institutions: Ithala transformed into a vibrant developmental and empowerment; KZN Tourism Authority (KZNTA) has developed many products to attract international tourists' Promotion of community-based tourism by KZNTA; TIKZNZN has strengthened its relationship with municipalities across the province, in order to identify and facilitate trade and investment at local government levels.

Establishment of Waste Management can have an influence in economy by creating additional employment opportunities.

Tourism development which could be in the form of Bed and Breakfast outlets, cultural village etc.

Investment opportunities with a view of locals having some ownership in the investment of B&Bs, filling stations, tourism centre

Agribusiness development

Establishment of a nursery for flowers, forests and vegetables.

#### 7.3.4 THREATS

HIV / Aids and other diseases

Poor infrastructure and social facilities

Increasing unemployment rate, poverty and underdevelopment

Vulnerability to disasters such as floods and droughts.

Disintegrated service delivery at local, provincial and national spheres of government.

Negative perceptions about the KZN province

Culture of employment – people not eager to venture into business

Fast development of neighbouring municipalities.

#### 7.3.5 ECONOMIC: KEY CHALLENGES

During the preparation of the economic profile analysis the following issues were regarded as priority issues:

Access to finance/ capital

Access to markets

Lack of coordination

Lack of infrastructure

Limited production/ service capacity

Poor access to support services

Lack of skills

Some of the priority issues are cross cutting which implies that they have multiple impacts and need to be considered in an integrated manner in framing strategies for the municipality.

The size of the economics of the local municipalities of uThungulu is shown in the table below. The information indicates that the 2010 size of the Mfolozi Municipality was R 2 288 million. The economy of Mfolozi makes up 12% of the economy of uThungulu and is relatively small compared to that of uMhlathuze which is R13 368 million (see Table 3). Mfolozi' economy is only 18% of that of uMhlathuze and 12% of that of uThungulu Municipality. The relative sizes of the different local municipalities are shown in Figure 2. The Figure also indicates that the size of the Mfolozi is the 3<sup>rd</sup> largest in the district being exceeded by uMhlathuze and uMlalazi. The economies of Mthonjaneni, Nkandla and Ntambanana are all significantly smaller than that of Mfolozi.

**Table 15: Gross value added at basic prices, R millions, constant 2005 prices**

Year	2005	2006	2007	2008	2009	2010
Total uThungulu	1784 4	1870 6	1988 4	2064 0	1954 8	2037 1
<b>Mbonambi Municipality Local</b>	<b>1662</b>	<b>1830</b>	<b>2054</b>	<b>2273</b>	<b>2288</b>	<b>2373</b>



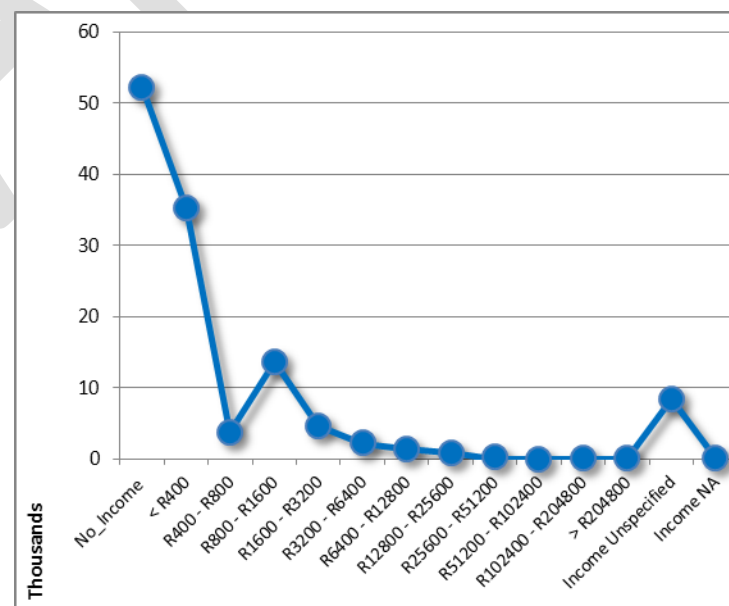
Year		2005	2006	2007	2008	2009	2010
uMhlathuze Municipality	Local	12473	12910	13567	13816	12736	13368
Ntambanana Municipality	Local	727	797	879	967	982	1005
uMlalazi Local Municipality		1987	2145	2315	2466	2433	2494
Mthonjaneni Municipality	Local	523	521	528	542	516	525
Nkandla Local Municipality		472	503	541	576	594	605

Source: Quantec, 2012

Figure 11: Individual Income

INDIVIDUAL MONTHLY INCOME	
No_Income	52192
< R400	35267
R400 - R800	3689
R800 - R1600	13633
R1600 - R3200	4705

R3200 - R6400	2195
R6400 - R12800	1460
R12800 - R25600	786
R25600 - R51200	317
R51200 - R102400	17
R102400 - R204800	52
> R204800	21
Income Unspecified	8426
Income NA	127



**Table 16: Gross Value added at basic prices % contributing to Uthungulu**

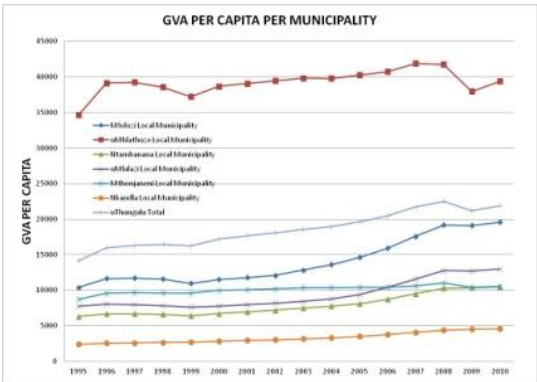
Year	2005	2006	2007	2008	2009	2010
Total uThungulu	100	100	100	100	100	100
<b>Mbonambi Municipality</b> Local	<b>9</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>12</b>
uMhlathuze Municipality Local	70	69	68	67	65	66
Ntambanana Municipality Local	4	4	4	5	5	5
uMlalazi Local Municipality	11	11	12	12	12	12
Mthonjaneni Municipality Local	3	3	3	3	3	3
Nkandla Local Municipality	3	3	3	3	3	3

Source: Quantec, 2012

The change in the economic fortunes of the local municipalities are shown in the above Figure. The relatively large size of the economy of uMhlathuze is immediately apparent from the figure. Also the growth of the uMhlathuze's economy compared to the other municipalities' economies is highlighted by the graph. The graph also indicates that the economy of Mfolozi grew during the period of 1995 to 2010. Figure 4 shows the percentage year-on-year growth of the Mfolozi economy. This graph in Figure 4 and the data in Table 4 clearly shows the economic cycles through which the municipality progressed between 1995 and 2010. The year 1999 was a low point on the economic calendar of the municipality and then also 2009. The high growth points of the economy growth were 1996 and 2007/8. The economic growth pattern of the economy shows the same trend as that of the national and international economies. This is an important fact as it indicated that there little growth taking place in the rest of the uThungulu district.

Graph 9 indicated that the per capita GVA of the Mfolozi Municipality is the second highest in the district. The highest is the uMhlathuze Municipality with R 39 364 per person. However whereas the GVA per capita in the uMhlathuze Municipality remained in the order of R 40 000 per person from 1996 the GVA per person increased from 1995 at R 10 000 to R 20 000 per person over the same period. The average GVA per capita for the whole of the uThungulu District Municipality increased from below R 15 000 to above R 20 000 between 1995 and 2010.

Graph 7: GVA per Capita, R per person, 1995 to 2010



Source:

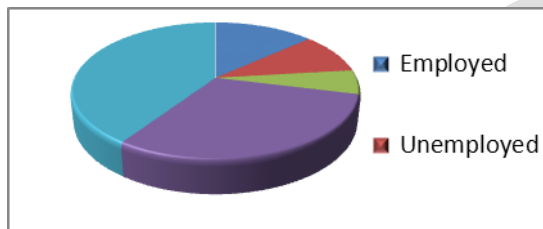
Quantec,

2012

## ECONOMIC SECTOR IN MFOLOZI

### EXPLAINING THE NATURE OF THE MFOLOZI ECONOMY

Mfolozi is closely located to Richards Bay which is an industrial area that consists of large companies and firms. Richards Bay Harbour is only one of the most important drivers of that economy providing employment opportunities. Despite this the levels of unemployment in the district as a whole and in Mfolozi are still high and there are very few employment opportunities for locals. The majority of people in the municipality do not have any income and a large portion is earning in the range of R800 – R2500 per month.



There are 16 488 employed and 11 951 people unemployed and there are 37 629 people who are non active according to the 2011 stats.

Figure 12 employment status of Mfolozi LM census 2011

EMPLOYMENT STATUS	
Employed	16488
Unemployed	11951
Discouraged	7004
Not Active	37629
Employment NA	49810

### 7.3.6 MANUFACTURING

Mfolozi is an ideal place for both industrial and residential development. There is also a great opportunity for growth in the timber industry which is currently in existence. The area has a massive mining company called Richards Bay Minerals (RBM) and two timber companies which are SAPPI and Mondi. The operations of RBM have however gradually been declining over the last 10 years as the mining operations are moving more to the south of the Richards Bay area.

The manufacturing sector in the municipality almost exclusively exists of the forestry and wood processing operations of SAPPI and Mondi. The activity of these two industries have been growing and expanding over the last 10 years at a rapid rate leading to the growth of employment in the area.

At a micro economic level local sewing clubs and cooperatives have shown to be active. Co-operatives have been formed by different sewing projects and some supply to the local schools and clinics take place. This is not the only market available for this project, industries in Richards Bay could be approached and be supplied with uniforms as well and they could serve the whole of uThungulu District and not only focus on serving Mfolozi. The arts

and crafts sector in the municipality could be further developed giving the potential access to the regional tourism markets.

#### 7.3.7 THE AGRICULTURAL SECTOR

The forestry and timber sectors are currently the major economic sectors in the area. Mfolozi has a potential for farming and cultivation of crops. Its climate is hot and humid with a rainfall of 600mm – 1300mm. Despite the fact that some areas in Mfolozi have a potential for agriculture, land in the Ingonyama Trust areas is not to the extent that it could be used. It is mainly used at a subsistence or traditional agricultural level. A substantial amount of food such as maize is imported to the region every month. Agriculture is regarded as one of the ways that the local economy could be made to grow and as a means of alleviating poverty. The lowest potential earners tend to be involved in agricultural services. People do not actually view agricultural activities in the light of being/becoming LED projects. This sector is highly vulnerable to natural disasters such as drought and pests.

Sugarcane and Forestry are the main agricultural crops which emerging farmers concentrate on. However, vegetable gardens are gaining momentum and have a potential market access. Maize is also grown, but it is grown on a small scale with no intention of selling or processing for income.

Small scale farmers find it difficult to access external markets due to fierce competition from commercial farmers who use economics of scale to their advantage. For small scale farmers to succeed and overcome these challenges, they should consider farming legal entities i.e. co-operatives, out growers scheme etc. Mfolozi should consider various strategic plans for agriculture. The strategies should take note of the following weaknesses:

The need to consider the impacts of HIV/AIDS on development planning

The need to use a livelihoods framework in planning development

Inherent problems with institutional vehicles such as co-operatives (all institutions have weaknesses – these should be clearly stated with checks to overcome pitfalls)

The possibility of Mfolozi being marginalised in the district's agricultural development strategy,

Genders focus on agriculture particularly in the light of the impact of HIV/AIDS on women.

A strategy to bring the youth into agriculture should be considered.

Agricultural development in some areas has been limited by historic dispossessions of land and land disputes. These issues can be resolved in co-operation with Cogta. The Mfolozi municipality could also strengthen the relationship with Traditional Councils so that they can jointly deal with the issues of empowering the communities and do away with the mentality of depending on social-grants for survival. People should view agriculture as a business opportunity and consider the privilege of availability of land.

Two major stakeholders in the sugar industry are currently engaged in encouraging small sugarcane growers to have economic sustainable businesses. Small sugarcane growers in the traditional areas are encouraged to grow more sugarcane to increase the sugarcane tonnage to the mills. This in turn will result in growth of the small sugarcane growers as they will increase their production. Currently there are about 700 sugarcane growers at Mfolozi with an average land of 2 hectares.

RBM used to sponsor about 100 community gardens at Mfolozi by providing them with seedlings and advice. A number of these community gardens have however ceased to function productively. The growing of indigenous crops and vegetables such as amadumbe, izindlubu and sweet potatoes are also being encouraged. A number of these project are run in partnership with the Owen Sithole Agricultural College. They have also bought a hatchery for indigenous fowls at Owen Sithole College to service the communities of Mfolozi. Day-old chicks are sold to small farmers in Mfolozi area.

SAPPI and Mondi are both are involved in funding some agricultural related project such as poultry and community gardens. SAPPI has independently established a Community Forum where sustainable projects are identified. They are also engaged in Project Grow at Sokhulu, Mfolozi and the rest of the

province assisting Small-Scale Farmers in planting forests and getting markets. Both Sappi and Mondi are willing to support LED projects at Mfolozi.

Most of the cooperatives at Mfolozi concentrate on vegetable gardens and poultry farming which are very small and are more of poverty alleviation projects. Due to their size, and the fact that they are ward orientated rather than feasibility they are not sustainable. For these vegetable gardens to be sustainable the cooperatives should move towards vegetable farming which will be massive in size and not particular to a specific ward.

Vegetable farming can be considered by funding bodies, as it will be sustainable and can be provided resources. The vegetable farming will be more organised as they will be operating as cooperatives. The vegetable farming will operate at an economic of scale which will be attractive to the markets due to continuous supply. With an economic of scale the cooperatives will have the bargaining power, risks spread and will become competitive.

Once the concept of vegetable farming has been accepted, it should be extended to other components of farming which are poultry production, nursery, fresh produce facility, livestock farming and will be referred to as community farming. Through community farming the subsistence farmers will be upgraded into commercial farmers and thus operate economically sustainable farming operations.

There is a need to establish agricultural support services which will provide training and extension services. The establishment of agricultural support services will contribute to the development of the agricultural sector in terms of technology, market, information and mentorship.

It is also critical that there is coordination between all role players in the development of agricultural sector. In case of sugarcane involvement of extension services from the sugarmills will play a major role. The expertise from the Department of Agriculture and Owen Sithole College of Agriculture are vital to the development of agriculture. It has also been learnt that the local industry is providing skills and resources for the development of agricultural sector, therefore the coordination of role players will make the agricultural sector stronger and sustainable.

The engagement of regional structures from the Agricultural office as part of the role players may facilitate commitment from the local agricultural office. The cooperation of the local office will contribute to unlocking the agricultural potential of Mfolozi, thus stimulate economic growth of the sector.

#### 7.3.8 THE TOURISM SECTOR

Research conducted by The World Travel and Tourism Council identified tourism as the world's largest generator of jobs. South Africa is already observing this trend. The tourism industry should be looked at a broader view as it influences other sectors of the economy. The boom in tourism within the Mfolozi area will influence businesses, as there will be demand for food, craft, clothing etc. The SMME sector will initially benefit in the development phase of tourism sector. The recently constructed interchange at the N2 is an example where SMME's related to the tourism sector could grow and develop

Investigation as part of the uThungulu Tourism Strategy indicates that Mfolozi is not currently a tourism destination but rather could in the short term serve as a service node for the passing traffic.

The tourism potential of the municipality is not being realised. There are currently few well developed tourism facilities and products in the area. The municipality has high potential for the development of a tourism sector, which could bring much needed capital into both the District and Local Municipality. The N2 going to the northern region is used by tourists when travelling to other tourist attraction sites within Umkhanyakude District. The establishment of N2 Mfolozi Junction Project will promote tourism in the area and benefit the community. It will also promote other potential tourism sites such as; Nine Mile Beach, Dawsons Rock Development, Lake Eteza Nature Reserve could be developed further.

Tourism should not be seen as just providing Bed and Breakfast facilities, but include arts and crafts and the development of some of the coastal facilities and inland accommodation facilities. Arts and craft are a major draw card to tourism as visitors are interested in African heritage which includes traditional attire. Crafters and artist should first affiliate the existing craft

institutions A database of affiliated artists and crafters has been developed in the past and should continuously maintained. Building the capacity of the arts and crafters could include:

Training artists and crafters in measurements so that they can make traditional attire and traditional beads according to size. They should understand the concept of small, medium and large;

Costing and pricing of products so that they can make a profit;

Improving product finish to make it attractive;

Labeling skills of the product;

Packaging of product to ensure that it is not damaged;

Display of products so as to entice a customer;

Customer care which includes how to communicate with a customer.

Zululand Art and Craft also has its marketing arm in Richards Bay where arts and crafters bring their products to the market where they are sold.

#### Loopholes:

The lack of information about tourist attractions in the region;

The state of infrastructure in the rural and tribal areas, which restricts the development of the tourist, trade;

The lack of accommodation and related tourist facilities throughout Mfolozi ;

The lack of information, skills and business acumen to take advantage of possible tourist markets in the rural areas;

Tourism has been identified as a sector with a highest potential, although it has been found to be weak. Mfolozi area is well positioned to develop as a tourism destination. It is important that tourism should be coordinated at the

District level of uThungulu with all six local municipalities contributing to the promotion of the district as they will all benefit.

The District municipality should exploit the provincial branding of Kingdom of the Zulu to attract tourist to the District. Mfolozi Municipality will reap the benefits as it is part of the uThungulu District. The six local Municipalities should consult and cooperate with each other on tourism issues so that they can coordinate tourism activities within the district.

### 7.3.9 THE LOCAL BUSINESS SECTOR AT MFOLOZI

There are few small to medium size businesses operating in the town of Mbonambi. A survey of some of the commercial businesses showed the following:

There is a need to provide training facilities and workshops – capacity building

A need was identified to support small businesses

More sites should be made available for small businesses at reasonable rentals

Some stakeholders felt that crime was a serious disincentive to invest at Mfolozi .

A substantial number of SMMEs are engaged in the manufacturing sector and in industries such as carpentry, sewing, baking. This sector has been identified as a sleeping giant which can contribute to the economic development of Mfolozi . For this sector to thrive the following issues should be considered:

Difficulty in accessing finance

High failure rate of SMMEs

High levels of poverty

Lack of basic business skills and technology

Lack of infrastructure

Lack of information and advisory centres

Local bias (trading only in Mfolozi )

Export opportunities

### 8.3.9.1. LED STRATEGY

**LED Strategy** has been compiled for the municipality in **2006**. The strategy entailed the preparation on an in depth sector analysis of, amongst others, employment, infrastructure, agriculture, exports and imports. The role of each of the above was analyzed with regard to the Local Economic Development.

LED Strategy is anchored in the tourism sector, with the key local project being the development of the N2 Gateway Cultural Village and the development of the Mbonambi Craft Emporium Project. Other key sectors are agriculture with focus on forestry products and agri processing through the formation of co-operatives as well as additional commercial food production schemes. Manufacturing sector initiatives are centred on block and furniture making.

### 7.3.10 THE TRANSPORT SECTOR

The area of Mfolozi is well serviced with the N2 National Road and several primary roads traversing the local municipality. However, the local road network is problematic, the road infrastructure needs to be upgraded and certain roads need to be constructed.

The lack of adequate roads also has implications for access to transport, local economic development opportunities, access to education, etc. This sector does have opportunities for transporting timber for SAPPI and Mondi and according to interviews there are a few contractors from Mfolozi area who are currently rendering the service. Both companies acknowledged that there is a gap of BEE in timber transportation.

### 7.3.11 FINANCE SECTOR

Finance for LED projects could be obtained from finance institutions such as Ithala Bank, KZN Growth Fund, IDC depending on the project nature and size. Ithala Bank contributes in the promotion of LED by providing business loans and more especially in the area of Co-operative formation. The nearest branch to Mfolozi is in Mtubatuba. The primary requirement to qualify for any funding is to be registered as a legal entity such as a cooperative. The other requirement is that the representatives of cooperative should be trained by the FET College before it can be financed. The FET College provides skills on business administration and drawing up of business plans. Although the responsibility of training does not lie with Ithala, they only assist to coordinate the training between the FET College and the nearest is Umfolozi College in Richards Bay. The FET provides the community with a trainer and the community arranges a training hall and accommodation for the trainer.

However, during the consultation with stakeholders it transpired that some of the business plans did not meet the standards and in some cases there is a lack of crucial information. This resulted in backlog of funding applications as the business plans had to be redone. It was suggested that there should be a meeting between Ithala, FET Umfolozi College and the Municipality to discuss issues pertaining business plans and funding.

### 7.3.12 THE INFORMAL SECTOR

The informal sector finds itself disadvantaged because:

There are few facilities such as street furniture, safe packaging and storage facilities for sellers



Competitive advantage of big supermarkets makes it difficult for the informal traders (the informal traders compete with the supermarkets who sell the goods at a very cheap rate because they buy their stock in bulk and this reduces their potential income and growth of their business)

Sellers are not able to expand their businesses and employ people. They need capital for expansion.

They are not aware of incentives packages which could benefit them

There is a lack of management and business skills

There are a number of emerging contractors at Mfolozi who are keen to work but not able to secure contracts for a number of reasons which includes amongst other things the following:

Complicated tendering process

Lack of basic start-up capital

Lack of exposure to opportunities.

Within the uThungulu region business organisations (Zululand Chamber of Business, Zululand Chamber of Business Foundation, Business Development Centre and Business Against Crime Zululand) have formed a powerful body to focus at issues affecting business in the area. LED has been identified as one of areas of focus.

A number of opportunities exist for this sector, and during the consultation with Mondi it transpired that they are running projects to provide their retrenched employees and willing people with business skills on the following projects:

Alien weed control which is an outsourced service to remove unwanted plants;

Catering which involves catering for contractors operating at Mondi Forest operations and community projects sponsored by Mondi. The food supplied will be subsidised so that it can be sold at low prices;

Biofuel involves outsourcing the harvesting waste such as bark which is collected by emerging contractors and sold to Mondi.

Cooperation between the informal business and the tourism industry is very important as the boom in tourism will benefit the informal business sector. During the 2005 Investment Conference held in Durban various investment opportunities were identified and Richards Bay – Empangeni Spatial Development Initiative was identified for downstream processing industries, infrastructure projects, SMME development and tourist attractions.

#### 7.4 HOLISTIC SECTOR ANALYSIS

According to the population trends, population is increasing at Mfolozi despite the impact of HIV/AIDS. On the same breadth, most of the income is spent on food which is an opportunity for Mfolozi community to supply food.

The rate of unemployment is increasing, therefore people should engage in the informal sector to become economically active using local resources.

Literacy is improving in the youth category, however adults should not be left out. Adult Education Programmes such as ABET could be of assistance in improving adult literacy. Literacy is important in LED as the cooperatives should understand business plans and basic business skills.

According to sector and SWOT analysis the Agricultural, Manufacturing and Tourism have been identified as sectors with a high potential and they could be developed further.

During the consultative process with major stakeholders in LED, it emerged that there is some willingness from the private sector and the public sector to be involved in LED. The stakeholders would like to be involved in the implementation to make the LED a success. There was a feeling that the consultative process is part of the usual talk exercise with no action.

There should be regular interaction between the municipality and key stakeholders to ensure that LED is a success. This will avoid repetition of project support and create sustainable LED projects. The actions established in the way forward should be coordinated and be implemented so that LED can succeed at Mfolozi.

## 8. ENVIRONMENTAL ANALYSIS

### 8.1 ENVIRONMENTAL: SWOT ANALYSIS

#### 8.1.1 STRENGTHS/OPPORTUNITIES

The indigenous coastal forests are regarded as moderately sensitive and should be protected. The wetland areas just inland of these indigenous forests should also be protected due to the current threatened status of wetlands.

A small area alongside Lake Nhlabane has however been regarded as highly sensitive.

Two coastal lakes lie within the area, Lake Nhlabane on the coast and Lake Eteza towards the north.

The UThungulu District Municipality is the bulk water supplier in the area and envisages the formulation of Catchment Management Agencies (CMAs) in the next five years that are lawful entities of the National Water Act.

The many rivers in the system generally supply adequate water for domestic and stock use. The Mfolozi and the Mhlathuze River offer potential for irrigation.

Although the presence of brackish water containing a high percentage dissolved salts is likely, the groundwater quality in the area is generally regarded as being of a good quality (Class 0).

The aesthetics in the Mfolozi area can generally be regarded as good as a result of the absence of large development or industry in the area meaning that the air quality and noise levels in the area are good.

Generally, Mfolozi has good potential agricultural land, which is evident in the extensive monoculture activities on both sides on the N2, as well as forestry in the central parts of the Municipal Area.

#### 8.1.2 WEAKNESSES/THREATS

There are currently great demands on the Mhlathuze Supply System due to water demands in Empangeni and Richards Bay, with Richards Bay Minerals placing the greatest demand on water resources including water from Lake Nhlabane which lies within the Mfolozi area.

The water to the west is generally of a poor quality, being suitable for emergency use only.

Major sources of visual intrusion are likely to be large expanses of monocultures including plantations and fields of sugar cane which would disrupt the natural views.

The presence of litter in traditional authority areas due to the lack of formal waste disposal sites as well as dongas and barren lands created by improper farming practices and overgrazing also decrease the aesthetic appeal of the area.

While the average potential grazing capacity for the area is 1.8 ha/Au, the area is largely overstocked with a current grazing capacity of 1.0 ha/Au.

### 8.1.3 Environmental Analyses

The purpose of the environmental analyses is commonly to monitor and study level of pollutants in the atmosphere, rivers and other specific setting in uThungulu District Municipality.

#### Biodiversity Assets

Mfolozi Forest

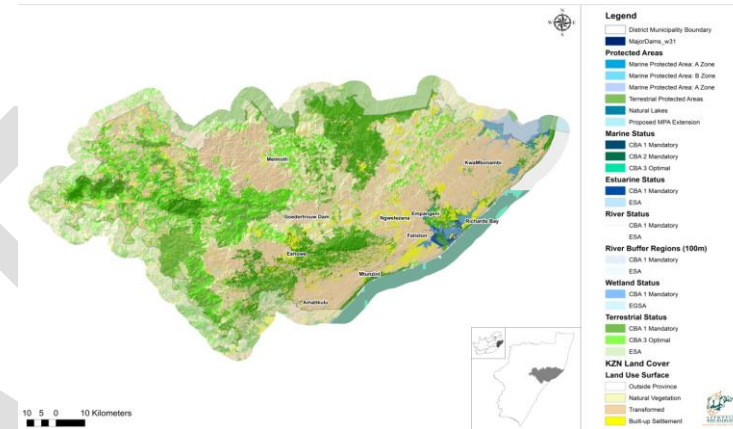
#### Management measures

uThungulu has a sector-plan for Biodiversity Protection. UThungulu DM, DAEA and KZN Wildlife to determine realistic objectives for setting aside a portion of different habitat types as formally or informally protected areas or areas where development is restricted.

#### Management status

The environmentally sensitive areas are protected from development via special management corridors.

CRITICAL BIODIVERSITY AND ECOLOGICAL SUPPORT AREAS MAP  
Based on the KZN 2005 Land Cover V2.0  
uThungulu District Municipality



The above map shows the critical biodiversity and ecological support areas at uThungulu District Municipality.

#### Pressures

Subsistence farming in wetlands.

Deforestation (clearance of medicinal plants, building material, etc).

Over- harvesting by hunters and angler (including small wild birds and eggs by villagers).

Alien species invasion, and sometimes animals, especially plants such as Lantana and Chromalaena.

High development pressures in an environmental sensitive areas.

Changing weather and climatic patterns will transform habitats.

Soil erosion triggered by agricultural practices (monoculture and overgrazing).

### **Proposed interventions**

Education of communities on sustainable utilisation and burning methods.

Regulation of farming/Awareness

Clearing of alien invasive species.

Management of proposed development (EIA)

Ploughing more trees/ reducing emissions/ environmental friendly system.

Appropriate cultivation methods and protection of vegetation.

Determine the potential for ecotourism ventures.

Promote diversification of agriculture through education of communities.

Alien invasive removal programs.

Prevent further fragmentation of grasslands and encourage formation of corridors.

Environmental education programs for communities to teach conservation management practises.

Ensure protection of different vegetation type, recognition in LUMS.

UThungulu DM, DAEA and KZN Wildlife to determine realistic objectives for setting aside a portion of different habitat types as formally or informally protected areas or areas where development is restricted.

### **Air Quality**

Pollutants

Industries in Richards Bay and Mpangeni

Health

Burning of grassland

Mining

Motor vehicles

### **Management status**

Air quality in Mfolozi LM is be good and has low noise emissions.

### **Pressures**

Emissions/Polluting Industries within air quality buffer zones.

Pollution from medical waste.

Biomass burning.

Mining operations.

Transport- related emissions.

Household fuel combustion.

### Proposed interventions

Eliminating fossils fuel and the ultimate replacement of the internal-combustion engine.

Projects to be proposed to minimise air pollutants to the atmosphere.

Creating other technological systems of burning biomass.

Encourage people to use vehicles that are environmental friendly and well serviced vehicles.

Encouraging communities to use solar systems

Air quality monitoring station should be placed between potentially polluting industries and communities.

Industries should minimise level of sulphur dioxide, smog, and smoke in order to improve people's health by using cleaner production methods.

Air quality monitoring.

### Water Resource

Asset

UMhlathuze Water (uMhlathuze Catchment

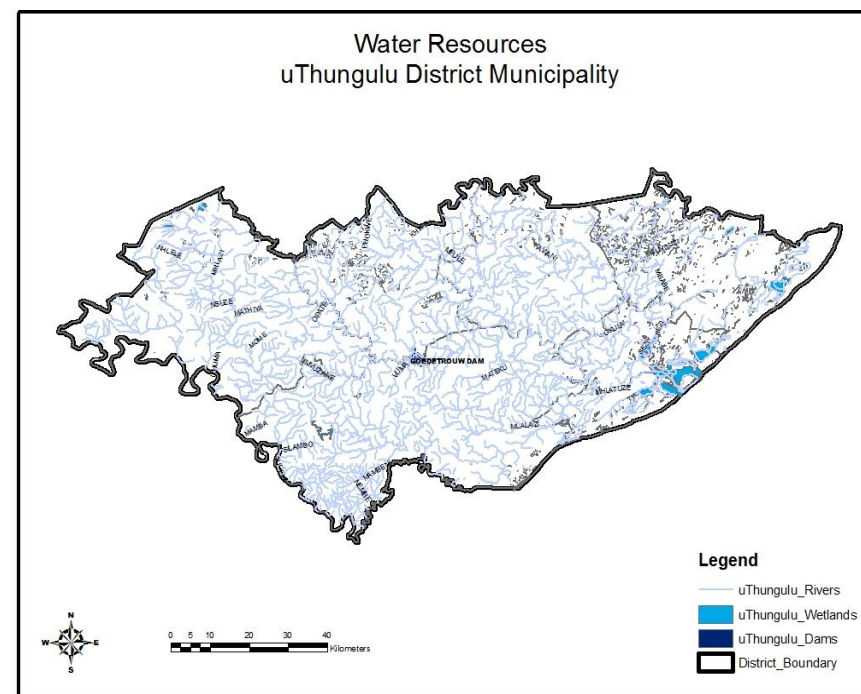
Lake Chubu

Lake Nhlabane, Nsezi & Mzingazi

Goedefrouw/ Phobane Dam

### Management measures

Special management areas have been identified within uThungulu District Municipality. The Strategic Catchment Management has been put into place. DWA has a full authority at uMhlathuze Catchment. Catchment Management Agencies (CMA's) in the next 5 years that are lawful entities of the National Water Act.



An above map shows water resources (rivers, wetlands and dams) in uThungulu District Municipality.

### **Key Impacts**

Increasing abstraction from lakes for industrial use.

Discharge of waste by waste by industries.

Degradation of wetlands through cultivation.

Decline in water quality for domestic purposes and human consumption.

Lakes are depleting due to water demands.

Ground water pollution and contamination from fertilizers, industrial spillages and run off.

Settlement developments within flood lines.

Saline intrusion along the coastal aquifer/ shore line.

Extortion of water due to climate change.

### **Proposed interventions**

Stormwater management must be undertaken for existing developments and all new developments must have stormwater management plans approved by the local municipalities. It is the responsibility of the District municipality to provide comments on the stormwater management plans and to ensure that the local municipalities request plans when necessary.

Form catchment management forums to manage the river systems and their catchments.

Planning in the UThungulu DM should occur in the context of and in close co-operation with planning authorities on the periphery of the DM boundaries and in the hinterland of the UThungulu DM's catchment areas, in order to influence environmental management in those areas.

Protection and responsible management of the wetlands with a prioritisation in the LUMS and make the already known wetlands known to the municipality.

Determine a rating system to prioritise wetlands according to sensitivity and effectiveness.

Communication between relevant authorities must be improved and strategic guidelines must be developed for the control and management of sand-winning.

Form catchment management forums to manage the river systems and their catchments.

Through the catchment management forums, river systems should be monitored for pollution that lowers water quality. Polluter must pay principle.

### **Coastal Resources**

Asset

Mfolozi coastline

Mfolozi coastline

### **Management measures**

UThungulu DM has been proactive in implementing setback lines as a planning guideline prior to enactment of the ICMA. UThungulu DM has also a development of an Estuary Management Plan in accordance with Integrated Coastal management act (ICM Act).

### **Management status**

Commercial activities and industrial development pressures along the coastline are the main concern in uThungulu DM.

### **Pressures**

Heavy Metal Mining along the coast and off shore.

Coastal floodplain area becoming clayey loam to the west with a high erodibility potential.

Clearance of coastal vegetation

Land based activities that affect the marine

Inappropriate use of estuaries

Excessive beach erosion.

Commercial activities with industrial development and the port along the coastline.

Industrial effluent pipelines contribute to marine pollution.

### **Proposed interventions**

Development of an Estuary Management Plan in accordance with Integrated Coastal management act (ICM Act).

The provincial department is the implementer of the National programme of action, in an aim for marine conservation.

Development Coastal Management programmes, the municipality's mandate to provide the require infrastructure in order to development in a positive manner.

Development of ORV's as a management strategy

Establishment of water quality guideline blue-flag status beaches.

Improve facilities and security at popular beach locations to increase tourism potential and optimise recreational use.

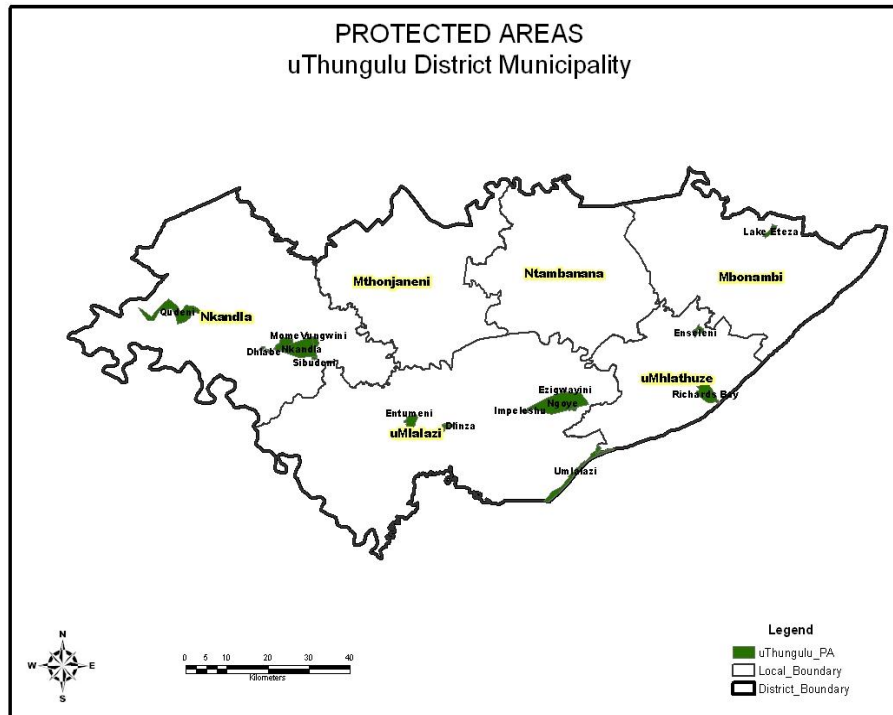
Coastal Education, to bring about awareness in this district.

Sites of Conservation Value

Hluhluwe- Umfolozi Park, This area is protected and managed by KZN Wildlife.

### **Management status**

KZN Wildlife is doing awareness programmes about Important Bird Life that exist at Dlinza and Ongoye Forest. Clearing of alien plants project are currently in place.



An above map shows the protected areas at uThungulu District Municipality.

### Pressures

Dunes surrounding the estuary mouth.

Development pressures.

Loss of coastal lowland forest.

The spread of alien invasive plants.

Soil erosion.

Overgrazing and commercial farming.

Mismanagement of land.

Bush encroachment- scrub and thicket intensification especially by Acacia scrub, due to overstocking, resulting in a loss of grazing land and greatly reduced carrying capacity.

Forest depletion- forests have given way to cultivated land in some areas and grassland in others.

### Proposed interventions

Development should not have adverse impacts on the landscape, townscapes, or sense of place associated with lake features.

Implementing buffer zones around key assets to reduce disturbances.

Discouraging activities that would damage the hydrological functioning and ecological integrity of the Mhlathuze River and the Mzingazi Canal.

Encouraging activities that would contribute to the long-term conservation objectives corridor.

Initiating the development of an Estuary Management Plan in terms of the Integrated Coastal Management Act (2008) for the Port Estuary.

Implementing a precautionary management strategy for biodiversity offsets to facilitate a no net loss policy and preferable a net gain of biodiversity on the ground with respect to species composition, habitat structure, ecosystem function and people's use and cultural values associated with biodiversity.



Development should promote a 100m setback line from the lakeshore to protect topographic features.

Development should not compromise the future of the proposed conservation corridor.

## Waste Management

### Waste Type

Domestic

Industrial

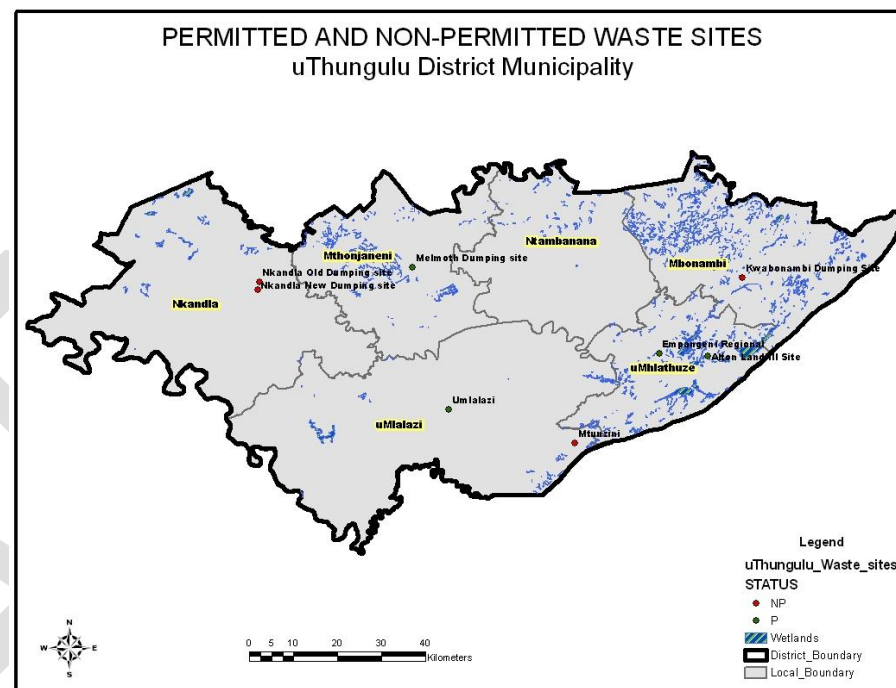
Medical waste

## Management measures

Mfolozi Municipality has a Waste Management Plan for all local municipality. Industries within uThungulu DM have Waste Management Systems. Clinics and hospitals within the district have their Waste Management System.

## Management status

There is a considerable scope for improving the urban litter waste management situations, further specific research to address developing environmentally friendly programmes. A thorough investigation of the condition, suitability and service provision of the landfill site and sewerage treatment works has been undertaken.



An above shows the permitted and non-permitted wasted sites at uThungulu District Municipality

## Key Management Priorities

High generation of waste and litter around taxi rank and informal trading area.

Undeveloped lots are used as dumping grounds.

Suitability and service provision of the landfill site and sewerage treatment works should be undertaken.

Illegal dumping of waste and garden refuse on vacant lots, stream courses and other inappropriate places in the CBD and suburbs is a real problem.

Proposed interventions

Waste management measures i.e. Reduction, re-use, recycling and recovery of waste, storage, collection and transportation of waste, treatment, processing and disposal of waste.

Considerable scope of improving the urban litter and waste management situation, further specific research to address developing and environment friendly, integrated waste management programmes for the area, which may include separation and recycling concept as well as composting facilities.

### **Key Environmental Issues**

Agricultural and erosion (Extensive monoculture). Where cane burning takes place on slopes, soil erosion is a potential threat, and should be monitored. Severe erosion due to long periods of cultivation and overgrazing, pressure of the land by people and livestock, commercial farming and mismanagement of the land.

High rate of water extraction. There is high level of extraction of water for domestic and industrial use. There's also a saline intrusion along the coastal aquifers.

Loss of biodiversity. The Nkandla Forest is a conservation area with a high bio-diversity value. Neighbouring communities receive their firewood, medicinal plants and building materials from this forest at the risk of harming these natural resources.

Mining. Dust generation due to different mining activities, destruction of dunes and altered landscape.

Land degradation. Biophysical environment is being affected by human induced processes i.e., burning of veld for grazing; overgrazing and deforestation trigger soil erosion, sheet flow, gully, and landslides.

Bush encroachment. Scrub and thicket intensification, especially by Acacia scrub, due to overstocking, resulting in a loss of grazing land and greatly reduced carrying capacity.

Forest depletion - forest have given way to cultivated lands in some areas and grasslands in others. The disappearance of forests in catchment sponge areas is a potentially serious threat to the water supplied to the rivers. Without the vegetation and forest cover, sponges dry up, greatly reducing river flow and reducing protection to areas downstream during peak floods. Only a few relic patches remain, and are currently under threat of encroachment.

Solid Waste. Litter - considerable scope for improving the urban litter and waste management situation, further specific research to address developing an environmentally friendly, integrated waste management programme for the area, which may include separation and recycling concepts as well as composting facilities. Job creation and entrepreneurial spin-offs are possible. High generation of waste and litter around taxi ranks and informal trading areas is unacceptable. Illegal dumping of waste and garden refuse on vacant lots, stream courses and other inappropriate places in the CBD and suburbs is a real problem. A thorough investigation of the condition, suitability and service provision of the landfill site and sewerage treatment works should be undertaken.

Burning of Grasslands. Burning of grasslands should be designed according to the best scientific conservation principles and not simply according to some other agenda. Use of the grasslands for domestic livestock grazing is not desirable since many of these grasslands are on steep slopes and therefore susceptible to erosion. Use of the grasslands for low key game farming would be more suitable (than domestic livestock) and lucrative if appropriately selected species were used.

Alien invasive vegetation. Areas heavily invaded by alien vegetation should be eradicated and rehabilitated.

Poor Environmental awareness programmes.

### **Coastal Management Issues**

Catchment and River Management: Activities in the catchments and rivers have an impact of the coast through estuaries. Particular areas of concern are industrial pollution in certain areas, soil erosion resulting from bad agricultural practices, sand winning within rivers systems that disturbs ecosystems and impacts on the sand balance.

Prevent illegal activities: There are many instances of illegal activities on the coast ranging from illegal expansion of existing developments, establishing new illegal development and illegal trawling.

Create coastal opportunities for poor communities: Poor communities in the district are generally located away from the coast and have limited access to recreational, settlement and economic opportunities linked to the coast.

Formal protection of coastal resources: There is very limited formal protection of coastal resources. In particular there is only one securely

protected coastal conservation area in the district located in the north. There is no formal protection of biodiversity resources in the Mfolozi area. In addition increased protection and upgrading of historical coastal resources is required.

Management and promotion of recreational use: There are high levels of recreational use in the district. This is an important economic asset and steps need to be taken to expand recreational options and promote use. In addition there is a need to manage different uses to prevent conflict and to ensure that recreational use does not harm the resource base. There needs to be investment in recreational assets such as the establishment of Blue Flag beaches.

### **General Coastal Management Issues**

Lack of and need to improve capacity in coastal management: There are limited human resources allocated to coastal management within the district and in addition those people involved in coastal management have limited expertise.

Identification and protection of historical sites: A number of significant historical sites in the coastal area of uThungulu have limited protection and interpretation.

The impact of the ORV regulations: The ORV regulations (which prevented recreational four-by-four access and resulted in the formalisation of boat launch sites) have negatively impacted on some aspects of the coastal tourism and recreation in the district.

Beach cleaning and Blue Flag Beach requirements: Beach cleaning was not always adequate and that there is a need to establish Blue Flag beaches within the district.

Pollution prevention in the Umfolozi rivers:

The right of access to the beach: Increased physical development adjacent to the coastline would reduce points of public access to the beach in the district and effectively privatise portions of the coastline.

Storm water management: The storm water system in some areas is not adequate for the current level of development and that negative impacts could result.

Unregulated sand-winning activities: There are unregulated sand-winning activities taking place in the district that are having a negative impact on the rivers in the coastal area.

Soil erosion: Soil erosion levels are too high and having a negative impact on rivers in the coastal area.

Maintaining the balance between conservation and development: The difficulty in maintaining the ecological integrity of the district while at the same time allowing development for the benefit of the citizens of the district.

Lack of awareness and information on coastal management: The lack of awareness regarding coastal management issues in the general public and the lack of information to increase this awareness.

Alien vegetation control: Alien vegetation control in the district is inadequate.

Lack of enforcement/control - coastal and other regulations: Legislation and by-laws relating to coastal management are not enforced in the district resulting in inappropriate and potentially damaging development.

Unregulated coastal development and its impact: Coastal development in the district is expanding rapidly in an unregulated manner and this could have a number of negative impacts on the coast of the district.

Safety and security on the coast: The safety and security of coastal users and their possessions.

Dune erosion: Erosion of dunes along the coastline and the potential negative impact of this.

River and estuary impacts: Problems such as soil erosion and water abstraction that are having negative impacts on estuaries.

Poverty alleviation and job creation: There is a need to promote poverty alleviation and job creation.

Loss of biodiversity: Various activities on the Richards Bay coast are leading to a loss of biodiversity in the coast.

Co-operative governance and stakeholder engagement on coastal issues: The need for government organisation to co-operate effectively and to engage stakeholders on coastal issues.

Stoppage of working for the Coast Programme: The break in the working for the coast programme and the negative impact this would have on beach cleaning and alien vegetation control.

Impact of household sewerage on the coast.

The establishment of secure parking areas at the Tugela Mouth south bank and river as well as the situation at the existing Tugela Mouth parking area need investigation.

Monitoring and compliance of launch sites.

Water extraction from rivers and impact on residual reserves of rivers.

Identification and protection of historical sites.

Impact of ORV regulations.

Unregulated sand-wining activities.

Lack of enforcement of coastal regulations.

Land use management and unregulated coastal development.

Safety and security on the beaches.

Loss of biodiversity.

#### Issues Mfolozi Local Municipality

Lack of waste management plan. The potential volumes of Sulphur Dioxide, Nitrogen Oxide, Carbon Dioxide and particulates that will be emitted from the storage and combustion of material during the power generation process. The potential impact on local schools, communities in close proximity to the proposed site. Waste water (industrial and domestic) is discharged into the Nseleni River.

Excessive beach erosion. Mfolozi coastal floodplain area is becoming clayey loam to the west with high erodibility potential.

Clearing of coastal vegetation. Triggers soil erosion.

Dune mining. Illegal mining of dunes along Mfolozi coastline.

Air pollution. Air pollution is recognized as one of the most serious environmental issues in the area.

Land degradation. Biophysical environment is being affected by human induced processes i.e., burning of veld for grazing, overgrazing and deforestation trigger soil erosion, sheet flow, gully, and landslides.

## 9. ENVIRONMENTAL CONSIDERATIONS

The following has been extracted from the UDM Integrated Environmental Program (IEP), prepared by SiVEST SA (Pty) Ltd (2012, pg. 36): Attached is the

“The majority of the Mfolozi area can be regarded as having low species sensitivity. The indigenous coastal forests are regarded as moderately sensitive and should be protected. The wetland areas just inland of these indigenous forests should also be protected due to the current threatened status of wetlands. A small area alongside Lake Nhlabane has however been regarded as highly sensitive.

Dawson’s Rock, Lake Nhlabane, and its terminus in Nhlabane estuary are located in the north of the District and south of Maphelane. This beautiful stretch of coastline is relatively unknown and mostly inaccessible from the nearby N2, and has been identified as a potential coastal destination. Mapelane Reserve is located at the southern extremity of the Greater St Lucia Wetland Park, recently proclaimed as a World Heritage Site.

Buffer zones around conservation areas including Lake Eteza and the Hluhluwe–Umfolozi Park should be regarded as sensitive environments ...”

### 9.1.1 GEOLOGY

The rocks in the western sections of the Mfolozi area belong to the Karoo Sequence and are represented by the Dwyka Formation of glacial deposits at the base followed by a conformable sequence of sandstones, mudstones and shales of the Eccia Group and roofed by basaltic lavas. A thick succession of basaltic lava of the Letaba Formation covers most of the western area with the shales and mudstones of the Eccia Group and alternating shales and sandstones of the Emakhwezini Formation and the fine grained sandstones and mudstones of the Nyoka Formation.

There is a widespread quaternary deposit of white windblown sand blanketing the coastal plain. Alluvium is also common in low-lying areas such as river valleys and lakes. The coastal plain is separated from the basalts in the west by granite and granite gneiss intrusions.

#### 9.1.2 SOILS

The soils within the area can be generally described as moderate to deep in the coastal floodplain area becoming clayey loam to the west with a high erodibility potential. Soils in the eastern section of the area are typical of an emergent coastline. Deep grey sands of the Fernwood form are a predominant feature covering most of the area.

The western sections in the Mhlana Traditional Area consist of reddish, clayey soils associated with the Basalt of the Letaba Formation, Lebombo Group. The extreme western portions of the area consist of shallow soils originating from weathered rock predominantly belonging to the Glenrosa or Mispah forms. Lime is generally present in lowland soils located in valley bottoms.

Clay to sandy loam soils predominate the plains of the Umfolozi River, sections of which are evident in the northern parts of the study area and also found associated with Lake Eteza. These alluvial soils are well drained with high percentage silts.

#### 9.1.3 TOPOGRAPHY

The study area comprises a long flat coastal plain rising gently from the coast towards the west where it reaches a height of approximately 200 masl (metres above mean sea-level), the highest point being Kwamendo in the west at 381 masl. The coastal plain is interspersed by high dunes and is further characterized by a number of short perennial rivers that originate within the area and either drain northwards towards the Umfolozi River or

towards the coastal lakes in the vicinity of Richards Bay to the south. Two coastal lakes lie within the area, Lake Nhlabane on the coast and Lake Eteza towards the north.

#### 9.1.4 CLIMATE

The climate is humid with one to two months experiencing very little or no rain. Rain falls mainly in summer but the KwaMfolozi area may receive up to 40% of its rainfall in winter.

The mean annual rainfall range for the area is approximately 800mm to 1 400mm. Summers are hot, while winters are mild with an average temperature of 20°C.

#### 9.1.5 SURFACE WATER

The northern sections drain towards the Umfolozi River while the southern sections drain towards the coastal lakes Nhlabane, Nsezi and Mzingazi that form part of the Mhlathuze catchment. Several perennial rivers occur within the north western sections, including the Ntutunga, Mvamanzi and the Ntinkulu which form part of the Umfolozi catchment.

The Msunduzi, the Mbabe and Ntobozi feed Lake Eteza. The coastal plain has a number of non-perennial rivers. The Mvuya and the Mokana are tributaries of the Msunduzi which join with the Umfolozi at its mouth. The Mpungase feeds Lake Nhlabane. This system is characterized by wetlands that lie behind the coastal forest. Other small water bodies within this system are the Lakes Ozwanini and Igwenyeni.

The UThungulu District Municipality is the bulk water supplier in the area and envisages the formulation of Catchment Management Agencies (CMAs) in the next five years that are lawful entities of the National Water Act. The many rivers in the system generally supply adequate water for domestic and stock use. The Mfolozi and the Mhlathuze Rivers offer potential for irrigation.

There are currently great demands on the Mhlathuze Supply System due to water demands in Empangeni and Richards Bay, with Richards Bay Minerals placing the greatest demand on water resources including water from Lake Nhlabane which lies within the Mfolozi area.

#### 9.1.6 GROUNDWATER

Consisting predominantly of sandstones, the western sections of the Mfolozi area has a high potential for groundwater aquifers. The basalts of the Letaba Formation are essentially fine-grained crystalline variety with extremely low porosity and permeability. Surface weathering, faulting and fracturing play an important role in targeting groundwater sources within this rock. The water to the west is generally of a poor quality, being suitable for emergency use (Class 2) or for short-term use (Class 2) only.

The quantity of water is largely dependent on the depth of saturated sand, grain size and recharge events. The water table is however expected to be shallow and boreholes are likely to give moderate yields of 0.5 to 3 litres per second over most of the study area with the greatest yields being in the extreme west where yields of greater than 3 litres per second can be expected. Although the presence of brackish water containing a high percentage dissolved salts is likely, the groundwater quality in the area is generally regarded as being of a good quality (Class 0).

#### 9.1.7 AESTHETICS (VISUAL, NOISE AND AIR QUALITY)

The aesthetics in the Mfolozi area can generally be regarded as good as a result of the absence of large development or industry in the area meaning that the air quality and noise levels in the area are good. Sugar cane and veld burning are the most important source of air pollution within the area. Major sources of visual intrusion are likely to be large expanses of monocultures including plantations and fields of sugar cane which would disrupt the natural views. The presence of litter in traditional authority areas due to the

lack of formal waste disposal sites as well as dongas and barren lands created by improper farming practices and overgrazing also decrease the aesthetic appeal of the area.

#### 9.1.8 NATURAL VEGETATION

The natural vegetation is characterized by Moist Coastal Forest, Thorn and Palm Veld (Bioresource Group 2) along the coastal plain with Moist Zululand Thornveld (Bioresource Group 19) found to the west at higher altitudes.

#### 9.1.9 MOIST COASTAL FOREST, THORN AND PALM VELD

The vegetation on the coastal plain is generally restricted to sandy soils and is influenced by salt spray, fire and grazing. The water table plays a crucial role in defining plant communities on the geologically young substratum. Most of the natural vegetation in the area has been removed and replaced by exotic commercial forestry plantations forming the KwaMfolozi State Forests.

Remnants of forests vegetation occurs along the coast line. *Millettia grandis* (Umzimbeet), *Protorhus longifolia* (Red Beech), *Strelitzia nicolai* (Natal Strelitzia), *Croton sylvaticus* (Forest Croton), *Macaranga capensis* (Wild Poplar), *Schefflera umbellifera* (Bastard Cabbage Tree) and *Syzigium cordatum* (Umdoni) are generally present in these forests that are generally restricted to deep sandy soils. Common dune forest trees are *Mimusops caffra* (Coast Red Milkwood), *Eugenia capensis* (Myrtle), *Deinbollia oblongifolia* (Dune Soap Berry), *Brachlaena discolor* (Wild Silver Oak) and *Allophys natalensis* (Dune allophylus).

Secondary woody vegetation is patchy and is likely to be characterized by acacias including *Acacia karoo* (Sweet Thorn), *A. niErfica* (Scented Thorn) and *A. robusta* (Splendid Thorn). The grassy matrix includes *Aristida junctiformis* (Ngongoni Grass), *Eragrostis* spp., *Sporobolus* spp., *Hyparrhenia* spp., *Digitaria* spp. and occasionally *Themeda triandra* (Rooigrass).

Wetland vegetation predominates in the area surrounding Nhlabane Lake surrounded by indigenous forest to the east and thickets and bushveld to the west. The vegetation to the west of the study area is predominantly natural, but it has transformed by lands cultivated both for commercial and subsistence farming.

#### 9.1.10 MOIST ZULULAND THORNVELD

Moist Zululand Thornveld (Bioresource Group 19) occurs naturally along the north western parts of the municipal area. Most of the natural vegetation in the area has been destroyed due to commercial and subsistence farming. The vegetation patterns vary considerably as open grassland with patches of scrub forest, bushed grassland and bushland thicket. Riverine bushland thickets occur along drainage lines.

Dominant grass species that naturally occur include *Themeda traindra* (Rooigras), *Eragrostis capensis* (Heart Seed Love Grass), *E. racemosa* (Narrow Heart Love Grass), *Tristachya leucothrix* (Hairy Trident Grass), *Heteropogon contortus* (Spear Grass), *Trachypogon spicatus* (Giant Spear Grass) and *Schizachyrium sanguineum* (Red Autumn Grass). *Eragrostis* spp and *Sporobolus pyramidalis* (Catstail Dropseed) are grasses dominant in overgrazed veld.

Trees species are dominated by *Acacia* spp including *A. karoo*, *A. niErfica*, *A. caffra*, *A. tortilis* and *A. sieberana*.

#### 9.1.11 FAUNA

Little information is available on the animal species within the area. Game species that are suitable or occurring along the coastal plain include bushbuck, common duiker, red duiker, impala, reedbuck, blue wildebeest, nyala, zebra and bushpig. While the average potential grazing capacity for the

area is 1.8 ha/Au, the area is largely overstocked with a current grazing capacity of 1.0 ha/Au.

#### 9.1.12 SPECIES SENSITIVITY

The majority of the Mfolozi area can be regarded as having low species sensitivity. The indigenous coastal forests are regarded as moderately sensitive and should be protected.

The wetland areas just inland of these indigenous forests are defined as being marginally sensitive. A small area alongside Lake Nhlabane has however been regarded as highly sensitive. Buffer zones around conservation areas including Lake Eteza and the Hluhluwe – Umfolozi Park should also be regarded as being sensitive environments.

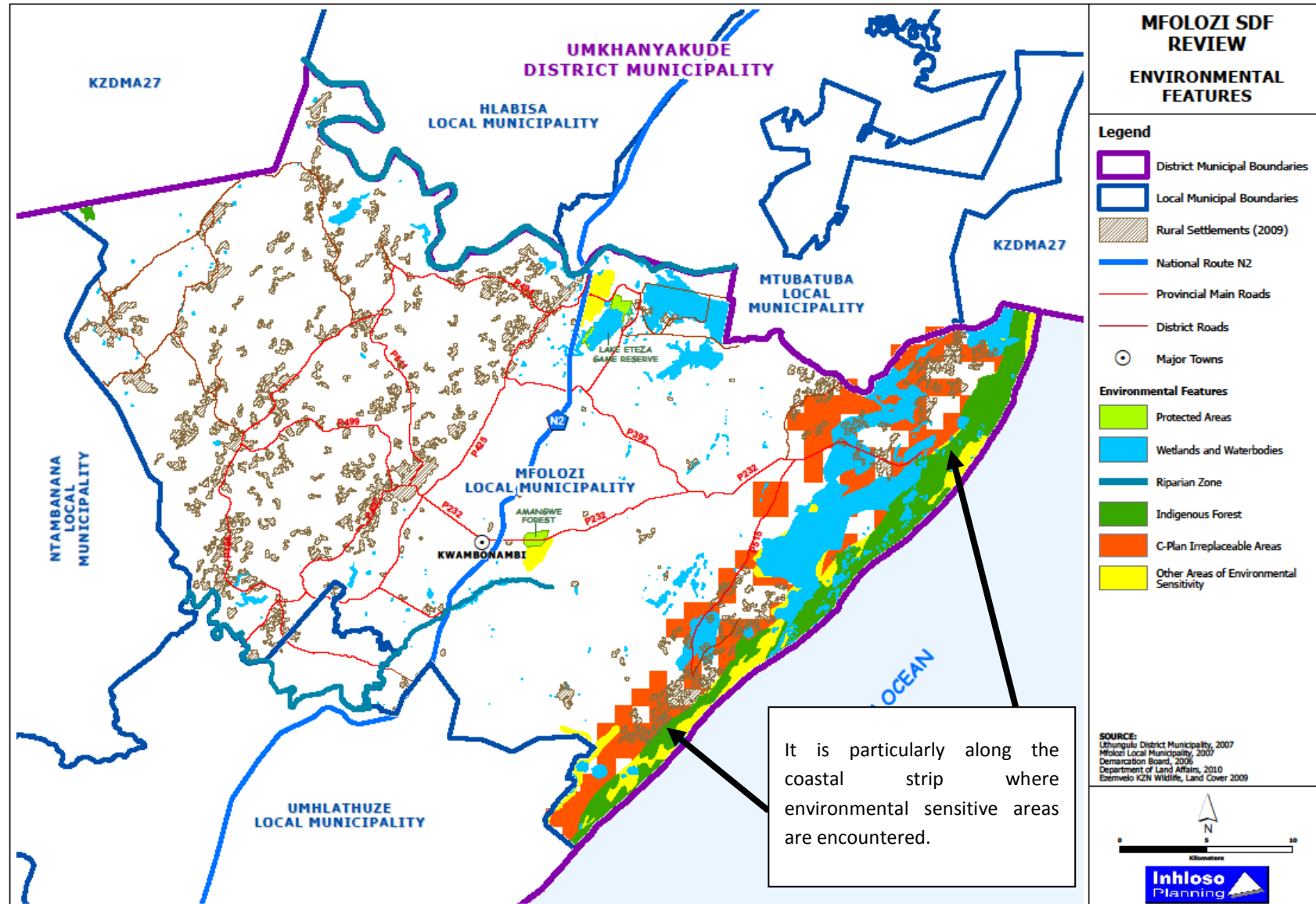
#### 9.1.13 MARINE ENVIRONMENT

The coastal strip is not limited to the seashore, i.e. between the continental shelf and the high-tide mark, but is linked to the hinterland via rivers, catchments and physical infrastructure, i.e. road and rail. Hence, the coastal strip can generally be confined to the area between the coastline and the N2, the average distance of which is between 5 to 30 kilometres. The coastal strip is rich in natural assets, i.e. long, sandy beaches, rivers, lakes and estuaries and indigenous forests, all of which support and abundance of fauna and flora and as such, has the potential to be developed into an area of national and international significance. Dune mining also contributes to the value of the area's coastal zone in terms of production, exports and job creation. The development of the region should be approached from an integrated perspective bearing in mind the need to balance development with the protection of the environment.

Economic and urban activity in the Mfolozi Municipal area is focused in areas with suitable soils and climate for forestry and cultivation of sugar cane.

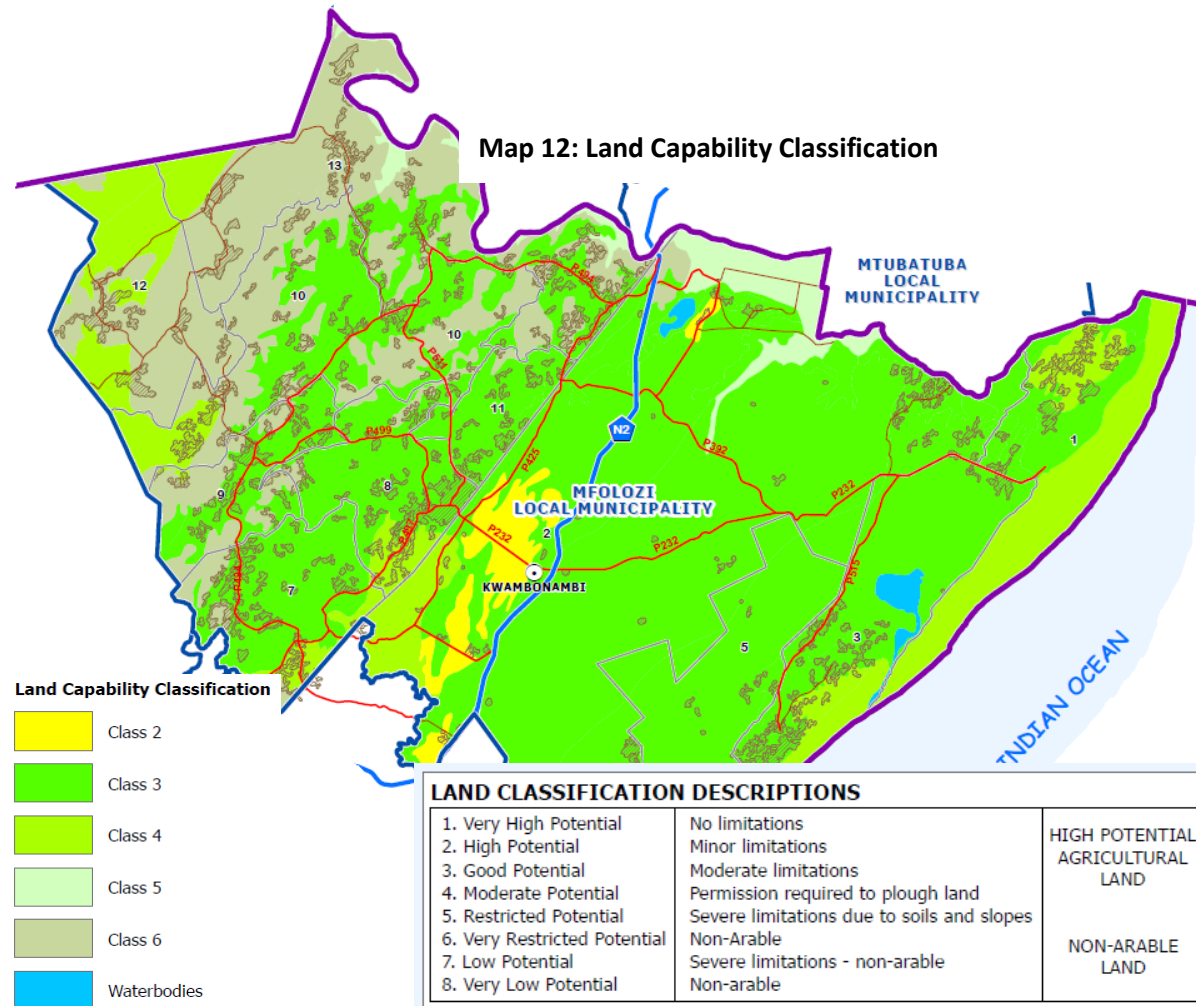


Map 11: Environmental Features



## 9.2 LAND CAPABILITY CLASSIFICATION

In terms of the **Land Capability Classification Map**, a small area to the east of Mfolozi Town is classified as 'High Potential' agricultural land (Class 2). 'Good Potential' agricultural land (Class 3) is evident in the area to the east of the N2, whilst 'Moderate' to 'Restricted' agricultural land (Class 4 and 5, respectively) is evident in the western part of the Mhlana Traditional Authority area.



Generally, Mfolozi has good potential agricultural land, which is evident in the extensive monoculture activities on both sides on the N2, as well as forestry in the central parts of the Municipal Area.

The relic sands along the coastal plain have little water holding capacity and consequently are also limited in plant nutrients. The area has thus been used for the establishment of exotic plantations of the Kwambonambi Forests. The vegetation is generally unsuitable for grazing with an average grazing capacity is 3.0 ha per animal unit and animals will generally require supplementation during the winter months.

The clayey soils to the west have moderate agricultural potential and are used extensively by local communities for subsistence agriculture. The rolling terrain with moderate slopes together with the soils mean that the western part of the site can generally considered suitable for field crops and subtropical fruits. The grazing potential of the area is moderate at approximately 1.9 ha per animal unit. Beef, goat and game farming in the area are suited to this area.

### 9.3 CLIMATE CHANGE

Note: The following section has been extracted verbatim from the draft UDM IDP for 2012 to 2017.

As a result of the 2010 Kwanaloga Summit on Rural Development & Climate Change and in anticipation of the 17th Conference of Parties (COP 17) to the United Nations Framework Convention on Climate Change to be held end of 2011, the uThungulu District Municipality is addressing climate change with the following adaptation and mitigation measures:

#### 9.3.1 ADAPTATION MEASURES

An uThungulu District Round Table discussion was held between Kwanaloga and the uThungulu Family of Municipalities on 16 February 2011 at the uThungulu Municipal Offices to discuss the recommendations and implementation measures as a result of the Kwanaloga Summit on Rural Development & Climate Change.

Climate Change issues will be addressed by during the Review of the following Sector Plans of the uThungulu IDP:

- Current Review of the uThungulu Agricultural Development Plan;
- Current Review of the uThungulu Coastal Management Programme;
- Proposed Refinement of the uThungulu Spatial Development Framework;
- Proposed Preparation of the State of the Environment Report (SOR) as part of the envisages uThungulu Strategic Environmental Assessment (SEA);
- Proposed Review of the uThungulu Disaster Management Plan;

Climate Change is a standing item on the agenda of the uThungulu Coastal Working Group and the same will apply with the proposed uThungulu IDP Sector and Services Alignment Forum.

#### 9.3.2 MITIGATION MEASURES

With the assistance of the KZN Department of Transport, a Integrated Rapid Public Transport Network (IRPTN) Plan is currently being prepared to ensure the effective and efficient functioning of public transport within the uThungulu district. By promoting public transport the carbon footprint of the uThungulu district will be reduced.

When the UDM Energy Sector Plan will be reviewed, climate change mitigation measures will be considered.

The Mfolozi Municipality will be a stakeholder whom the UDM will consult in any plan or strategy preparation of reviews.

## 10. INFRASTRUCTURE ANALYSIS

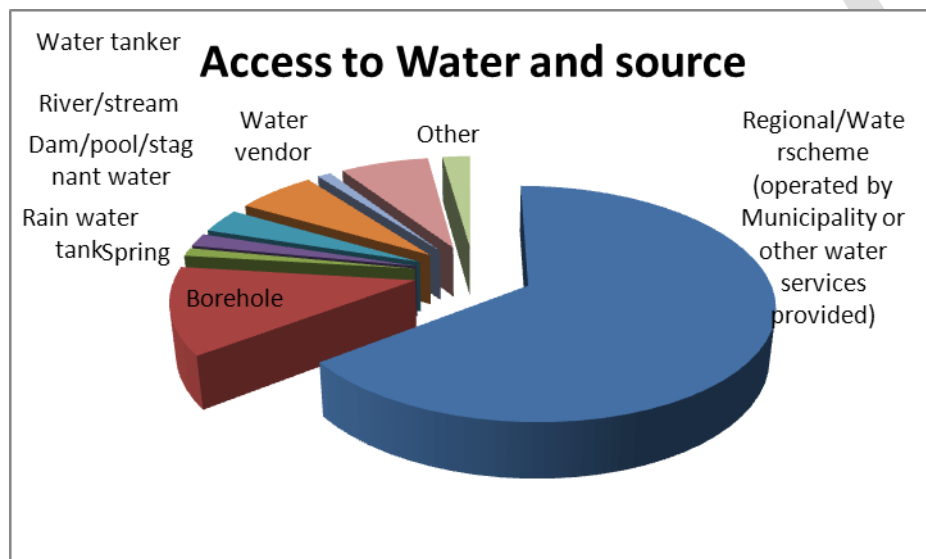
### 10.1 INFRASTRUCTURE: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>Political stability</p> <p>Public Private Partnership with the following stakeholders: RBM / FOSKOR / RBIDZ)</p> <p>Corridor Development (N2)</p> <p>Population Age Analysis</p> <p>Coastal Development</p> <p>Close proximity to Richards Bay / Empangeni</p> <p>Potential for growth</p> <p>Presence of Golf Estate</p>	<p>Poor Revenue enhancement strategies/financial viability e.g. rates collection traffic</p> <p>Competitive Salary Packages</p> <p>Attraction of specialized skills and retention</p> <p>Shortage of land for development</p> <p>Unemployment rate</p> <p>High Illiteracy rate</p> <p>Absence of well-developed town e.g. No banks retail establishments</p> <p>Lack of middle income houses</p> <p>Safety and Security (inland and coastal)</p> <p>Lack of viable infrastructure</p> <p>Lack of a Waterborne Sewer System (we are still using septic tanks)</p> <p>Absence of dump site</p> <p>Distant animal pound</p>

	Manipulation of the Indigent register
OPPORTUNITIES	THREATS
<p>Tourism and Agriculture</p> <p>Arts and Culture</p> <p>Industrial opportunities</p> <p>Location of the Municipality</p> <p>N2 access</p> <p>Waterborne sewerage system</p>	<p>Absence of critical sector departments e.g. department of Home Affairs, SASSA, DSD, Public works etc.)</p> <p>Staff turnover results in lack of business continuity</p> <p>Loss of Intellectual property or institutional memory</p> <p>HIV and AIDS Prevalence</p> <p>Teenage pregnancy</p> <p>Absence of Police Station (inland areas) &amp; coastal areas</p> <p>Irregular sitting of Magistrate Court (compromises cases, Crime, burglary, Rape and abuse.</p> <p>Public transport</p> <p>Land issues</p> <p>Records management</p>

**Table 17: Sources of water: Mfolozi Municipality Census 2011**

SOURCE	HOUSEHOLD NUMBERS	%
Regional/Waterscheme (operated by Municipality or other water services provided)	16549	64.7%
Borehole	3127	12.2%
Spring	298	1.2%
Rain water tank	472	1.8%
Dam/pool/stagnant water	880	3.4%
River/stream	1607	6.3%
Water vendor	276	1.1%
Water tanker	1807	7.1%
Other	567	2.2%
Not applicable	-	
	25583	100%

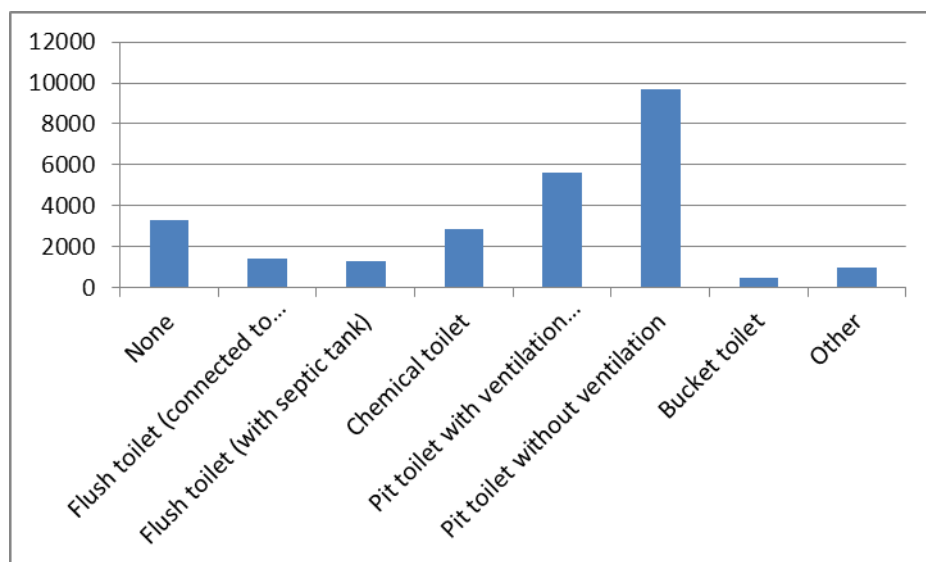


**Table 18: Access to sanitation facility**

TYPE	Number
None	3271
Flush toilet (connected to sewerage system)	1403
Flush toilet (with septic tank)	1295
Chemical toilet	2859
Pit toilet with ventilation (VIP)	5606
Pit toilet without ventilation	9681
Bucket toilet	495
Other	973
Unspecified	-
Not applicable	-
	25583

**Graph 8: Sanitation type**

SANITATION	
Sewerage	1403
Septic	1295
Chemical	2860
Bucket	495
Pit: with ventilation	5604
Pit: no ventilation	9681
Other	973
None	3271



All of the above is the result of expenditure in water and related infrastructure. Such expenditure is guided by the Water Services Development Plan (WSDP). The focus of the WSDP being as follow:

Reflection of current levels of services experienced by communities.

Revised need for water services by all communities in the district.

Prioritized projects for development of water services, coupled with budgets and time frames.

Strategies regarding technical, social and financial principles of water sources.

The WSDP also deals with issues pertaining to the provision of sanitation services. The eradication of water backlogs have been addressed since the 2001/2002 financial years. The backlogs for water and sanitation (as the main expenditure items on the municipal budget) relate to the following RDP standards:

The minimum RDP level of water supply is 25 litres per capita per day within a walking distance of 200m.

The minimum RDP level of sanitation supply is 1 VIP per household, detached from the household, inclusive of superstructure.



The following is the **newUDM Strategies** relating to water and sanitation provision:

#### Low cost housing projects

- The UDM will install basic water infrastructure (reticulation and bulk)
- Rural: Metered connection within 200 m from dwelling (funded from housing subsidy)
- Urban: Metered connection on plot boundary
- Households have a choice of minimum free basic or metered above 6 kl/month stepped tariffs
- Developer to construct basic on-site sanitation (VIP's)

#### Upper income housing developments

- The developer constructs all water and sanitation infrastructure, including bulk where there is not sufficient capacity, at own cost
- UDM to approve design standards
- Households billed on metered stepped tariffs

#### Industrial developments

- The developer constructs all water and wastewater infrastructure, including bulk where there is not sufficient capacity, at own cost
- UDM to approve design standards
- Water consumption billed on metered fixed tariff
- New policy to be developed regarding wastewater disposal of large wet industries – incentives to do pre-treatment

#### Metering System

- Proposed metering of inlets/outlets of all bulk water infrastructure, WTW, pump stations, reservoirs, for water balancing purposes
- All connections, including communal stand pipes to be metered
- New design created for metered yard connections

#### Implementation of SMME programmes including EPWP

- Strategy document to Implement Small contractor development on water reticulation projects
- Involves Level 1 contractors registered with the CIDB
- Various disciplines to train, support and develop the contractors
- Assistance from Department of Public Works required regarding the EPWP

The **Millennium Targets** are RDP Standards for water (25l/day) and sanitation (VIP) by 2008 and 2010 respectively, but will not be met, due to financial constraints. Rather it is planned to meet the target for water by 2015/16 and sanitation by 2017/18. Grant funding has been received to conduct a backlog study and current calculations show that approximately R 900mil will be needed to reach the target of 2008/2010 as illustrated below.

The distribution of funds between water supply and sanitation services would be distributed on a proportionate basis of 75% for water supply and 25% for sanitation services respectively.

**Table 19: Funds required eradicating total backlogs:**

S/N	Project Name	Status	Allocation
1	Nkandla Bulk Water Treatment Works Upgrade Feasibility Study	N/A	R 300,000
2	Gingindlovu Water Supply Intake Relocation	N/A	R 5,000,000
3	uMfolozi L M Msunduzi River Feasibility Study	N/A	R 250,000
4	Middledrift SSA5 Bulk Water and Reticulation (Mbongolwane Hospital)	-	R 143,000,000
5	Water & Waste Treatment Works Refurbishment and upgrade Study	N/A	R 1,000,000
6	Water Demand and Conservation Management plan Strategy and Asset Management Plan	N/A	R 900,000
7	Asbestos Concrete (AC) Replacement Feasibility	N/A	R 1,000,000
8	Assets Management and Water use Efficiency Unit	N/A	R 7,000,000
<b>TOTAL</b>			<b>R 158,450,000</b>

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in water provision in the uThungulu District with the exception of uMhlathuze that are their own water services provider.

**Table 20: Water Supply Backlog in uThungulu district**

**Water backlogs and the estimated cost of eradicating it (Backlogs in 2001 when the District was created stood at 81%)**

Local Municipality	2009 / 2010 Estimated number of house-holds	House-holds with water	House-holds without water	2011/ 2012 Percentage backlog (%)	Estimated cost per capita including VAT (Rand)	Estimated capital cost including VAT (Rands)
Mfolozi (KZ281)	20,615	13,087	7,528	37	2,703	288,737,860
Ntambanana (KZ283)	16,339	9,197	7,142	44	5,039	479,832,490
uMlalazi (KZ284)	42,623	21,885	20,738	49	4,734	1,210,649,490
Mthonjaneni (KZ285)	9,712	5,932	3,780	39	4,640	198,570,869

Nkandla (KZ286)	25,757	17,626	8,131	32	7,600	1,157,414,886
<b>TOTAL</b>	<b>115,046</b>	<b>67,727</b>	<b>47,319</b>	<b>41</b>	<b>5,042</b>	<b>3,335,205,595</b>

*Note: Number of households and backlogs based on 2001 Stats and 2009 WSDP Review*

*Source: WSDP Review 2011*

As evident from the above table, Mfolozi Municipality has a water provisioning backlog of 37%, which is the second lowest backlog, after Nkandla Municipality (41%), in the District.

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in sanitation provision.

**Table 21: Sanitation Backlogs in uThungulu district**

**Basic sanitation backlogs and the estimated cost of eradicating them (Backlog in 2001 when the UDM was created stood at 89%)**

Local Municipality	2008 / 2009 House-holds	House-holds with Sani-tation	House-holds without Sanitation	2011/ 2012 Percentage Backlog (%)	Estimated cost per household including VAT (Rand)	Estimated capital cost for VIP sanitation including VAT (Rands)
Mfolozi (KZ281)	20,615	10,572	10,043	49%	7,502	75,342,586
Ntambanana (KZ283)	16,339	9,687	6,652	41%	7,502	49,903,304
uMlalazi (KZ284)	42,623	10,416	32,207	76%	7,502	241,616,914
Mthonjaneni (KZ285)	9,712	7,601	2,111	22%	7,502	15,836,722
Nkandla (KZ286)	25,757	13,444	12,313	48%	7,502	92,372,126
<b>TOTAL</b>	<b>115,046</b>	<b>51,720</b>	<b>63,326</b>	<b>55%</b>	<b>7,502</b>	<b>475,071,652</b>

*Note:*

*Source: WSDP Review 2011*

Mfolozi Municipality has a sanitation provisioning backlog of 49%, which is less than the 55% backlog in the uThungulu District Municipal area.

Uthungulu District Municipality as WSA has a number of initiatives underway, notably:

Water loss management strategy

Water metre installation

#### Water quality improvement interventions

uMfolozi L M Msunduzi River Feasibility Study	N/A	<b>R 250,000</b>
New Water source investigation		

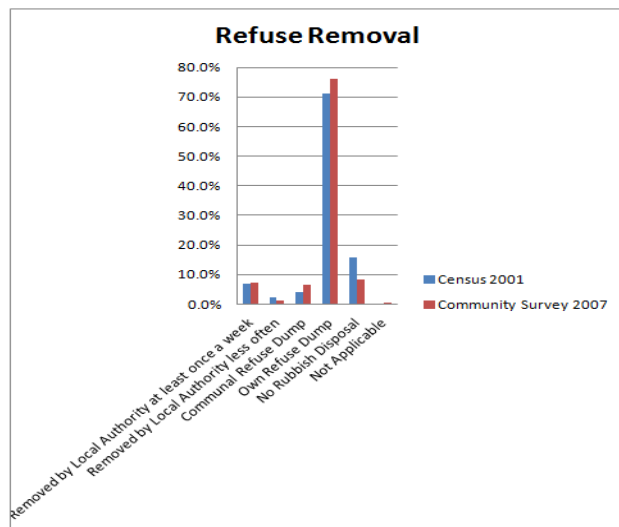
### 10.2 SOLID WASTE

**Table 22: Refuse Removal**

<b>Refuse Removal</b>	<b>Census 2001</b>	<b>Community Survey 2007</b>
Removed by Local Authority at least once a week	6.8%	7.3%
Removed by Local Authority less often	2.3%	1.3%
Communal Refuse Dump	4.1%	6.6%
Own Refuse Dump	71.0%	76.1%
No Rubbish Disposal	15.8%	8.2%
Not Applicable	0.0%	0.6%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>

It is concerning to note that the percentage of households who has its own refuse dumps have increased from 71% to 76.1% between 2001 and 2007. However, it is encouraging to note that in the category “No Rubbish Disposal”, there has been a decrease from 15.8% to 8.2% meaning that people are realizing that the disposal of rubbish is of importance. This might also explain the increase in households who have their own refuse dumps.

**Graph 9: Refuse Removal**



Source: StatsSA Census 2001 & Community Survey 2007

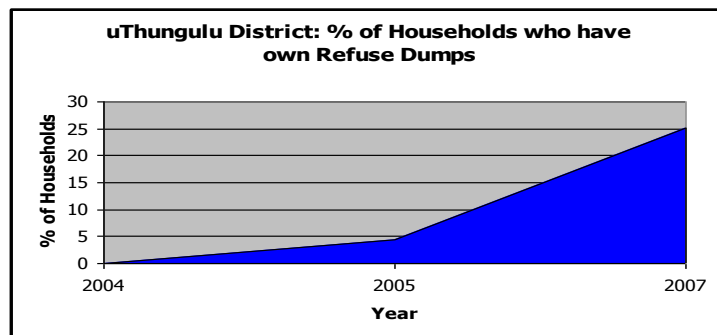
The uThungulu QOLS provides the following insights into refuse removal in the Mfolozi Municipal area:

**Table 23: Census 2011 refuse removal for Mfolozi Municipality**

REFUSE REMOVAL	Census 2011
Removed by local authority/private company once a week	1837
Removed by local authority/private company less often	435
Communal refuse dump	556
Own refuse dump	20536
No rubbish disposal	2068
Other	153
Unspecified	-
Not applicable	-
	25585

The concerning fact from the above table is the high percentage of households in the Mfolozi Local Municipality (as well as the district) that burn/bury household refuse near their properties or have their own refuse dumps. See district chart hereunder:

**Graph 10: UDM Area - % of Households who have own Refuse Dumps**



The following status quo information in respect of solid waste was extracted from the uThungulu District Municipality's Integrated Waste Management Plan (prepared by SiVEST SA (Pty) Ltd, August 2005):

#### 10.2.1 WASTE QUANTITIES AND CHARACTERISTICS


In the table below, the following are indicated: the waste types produced in the municipality; the associated volumes (in m<sup>3</sup>); and which waste is stored.

**Table 24: Waste Types and Volumes Produced in the Mfolozi Municipal Area**

Waste Types Produced	Volumes (in m <sup>3</sup> )	Waste Storage
Domestic		No



9m<sup>3</sup> per day

Business		No
Industrial		No
Garden Waste		No
Building Waste	16m <sup>3</sup> per week	No
Street Sweepings		No
Medical	Not produced in the municipality	-
Hazardous Waste	Not produced in the municipality	-

The area within the municipality where the wastes are generated and which is covered by a waste collection and a removal service is Kwambonambi Town only.

The final waste disposal site for wastes generated within Kwambonambi Town, with the exception of garden waste, is the uThungulu Regional Landfill Site at Empangeni, via Transfer Station at Kwambonambi Town.

#### 10.2.2 WASTE MANAGEMENT, PREVENTION AND MINIMIZATION STRATEGIES, SYSTEMS AND PRACTICES

A Transfer Station has been built at Kwambonambi Town for the transfer of wastes (with the exception of garden waste) to the uThungulu Regional Waste Site at Empangeni. This should be in operation by the end of April 2005. A recycling facility has also been built at the Transfer Station (4x 12m<sup>3</sup> Skips)

Informal Collection of Waste is taking place at the unregistered Mbonambi Landfill Site, inter alia, paper and glass. The market for paper is Mondi in Richards Bay Town and the marker for glass is a private company in Empangeni Town.

#### 10.2.3 WASTE COLLECTION AND TRANSPORTATION

Currently 100% of urban households within the Municipality are covered by a waste collection system, whilst 0% of rural households are not covered.

**Table 25: Method of waste collection**

Waste Type	Collection Method
Domestic	Kerb Site Collection
Business	Kerb Site Collection
Industrial	Kerb Site Collection
Garden Waste	Kerb Site Collection
Building Waste	Kerb Site Collection
Street Sweepings	Kerb Site Collection
Medical Waste	-
Hazardous Waste	-

**Table 26: Frequency of municipal waste collection**

Residential areas	X2 per week
Business areas	X2 per week

**Table 27: Municipal Waste Transportation Equipment**

Vehicle Description	Number of vehicles	Average number of crew per vehicle
Compactor (10m <sup>3</sup> )	X1	4
Flat Bed Truck	X1	4

**Table 28: Private Waste Collection companies**



Name of Company	Type of Waste Removed	Waste Disposed at
Maxim Security	Garden Waste	Mbonambi Landfill Site

#### 10.2.4 RECYCLING FACILITIES

**Table 29: Recycling Facilities**

Recycling Facility	Principal Material Recycled	Location of Recycling Facility
Mbonambi Transfer Station	Paper Glass Metal Plastic	At Mbonambi Transfer Station

#### 10.2.5 WASTE TREATMENT FACILITIES

None

#### 10.2.6 WASTE TRANSFER STATION FACILITIES

**Table 30: Mfolozi Waste Transfer Station details**

Name of Transfer Station	Size of Station (capacity in m <sup>3</sup> )	Type of Transfer Station	Waste Measured per Month at the Station (in Kg or m <sup>3</sup> )	Weighing Systems used?
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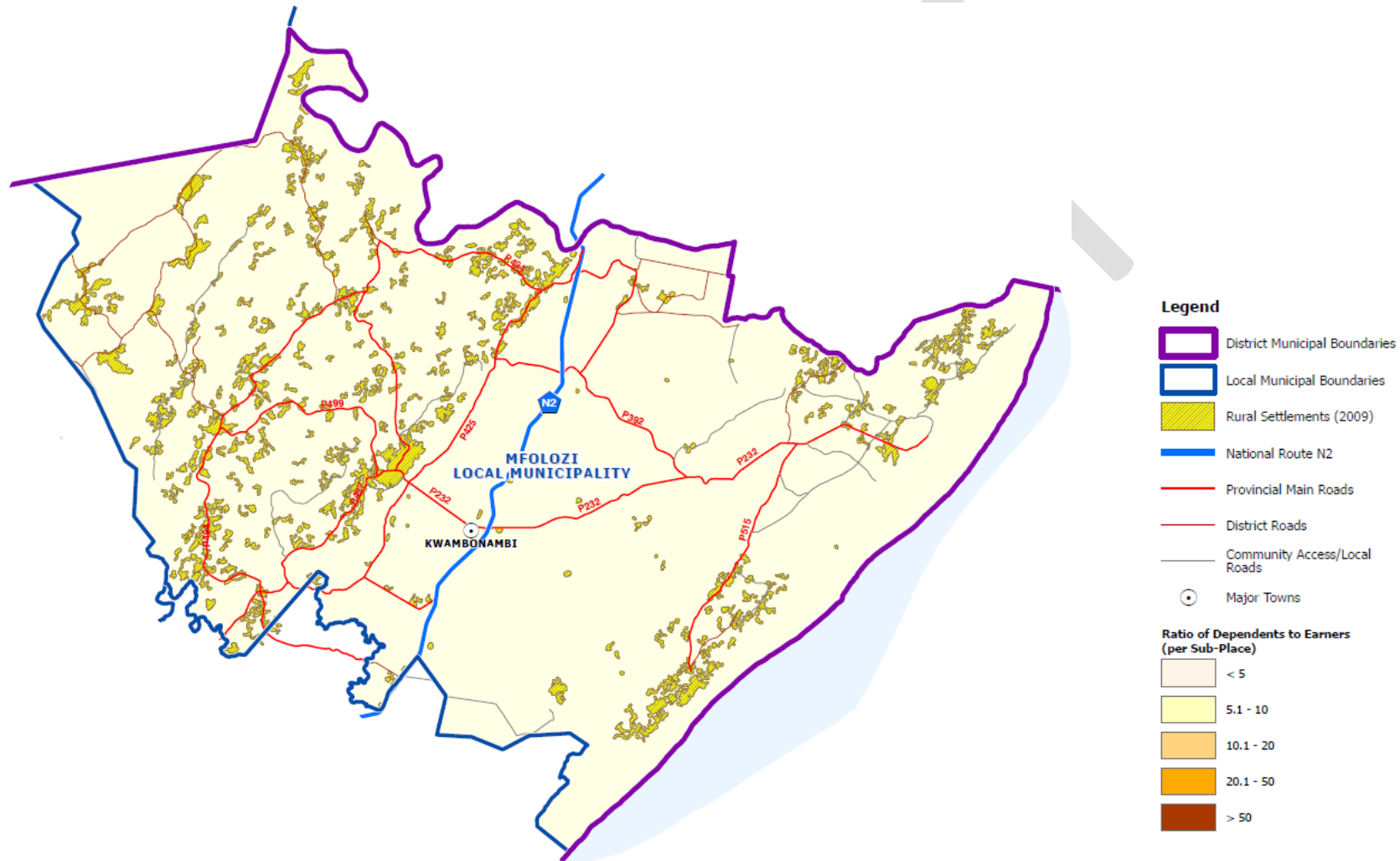
Mbonambi	2x 30m <sup>3</sup> Bins 4x 12m <sup>2</sup> Skips for waste recycling purposes	General Solid Waste	Not yet Measured	To measure in m <sup>3</sup>
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The Table below indicates the number of people that the municipality services in terms of waste removal. The 2011 Census indicates that only 1837 households are serviced by the municipality on a weekly basis for waste removal

### 10.3 TRANSPORT NETWORK

The Municipality has a well developed road network on a national, district, and local scale, but the condition of the majority of the local roads are poor, and access is problematic in wet conditions. The UDM has prepared an Integrated Transportation Plan which designate roads in need of upgrade thus hopefully improving local movement. The Durban/Maputo/Gauteng railway line traverses the municipality and passes through KwaMbonambi. It is mainly used for the transportation of freight, to Gauteng and Mpumalanga, but a passenger service has been introduced between Durban and Maputo.

### M13: Mfolozi Transport Network



#### 10.4 ELECTRICITY / ENERGY

Eskom, the national electricity supplier, supplies electricity in bulk. Richards Bay, Melmoth, Eshowe and Empangeni are the only towns that buy electricity in bulk and distribute to their consumers. Areas within the Mfolozi Municipal Area which are provided with electricity, obtain such electricity directly from Eskom.

Eskom's supplies grid electrification while the Department of Mineral and Energy Affairs is responsible for non-grid electrification. A combined strategy/partnership between uThungulu DM and Eskom is urgently required to form an integrated and sustainable electrical service delivery within the district. In conjunction with the Department of Minerals & Energy and Eskom a plan should be devised to implement the uThungulu Energy Master Plan as compiled.

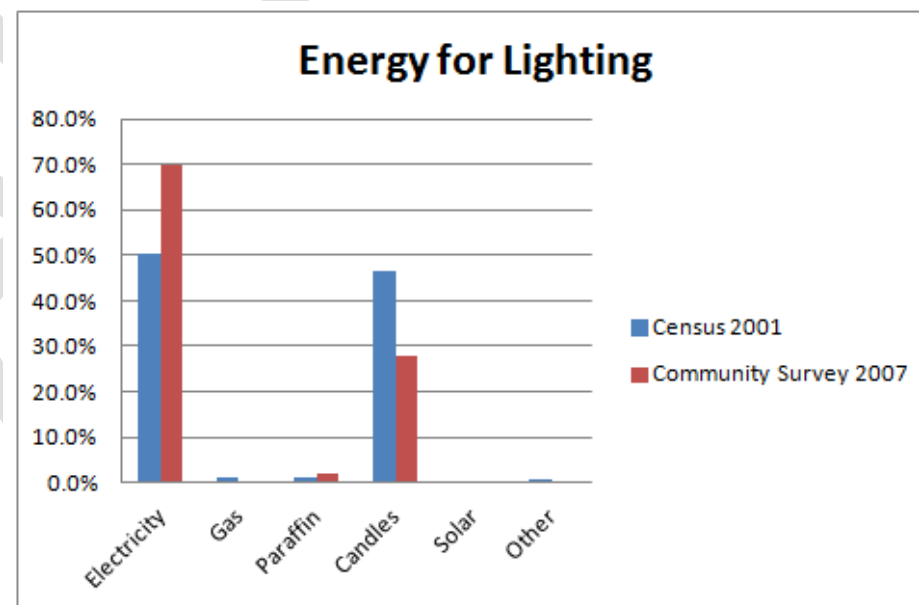
##### 10.4.1 ENERGY FOR LIGHTING

**Table 31: Energy for Lighting**

Energy Lighting	Source:	Census 2011
Electricity		21417
Gas		91
Paraffin		70
Candles		3772
Solar		87
Other		234
<b>TOTAL</b>		<b>25584</b>

Between 2001 and 2007, there has been a significant increase in the use of electricity as a source for lighting, i.e. from 50.2% to 69.8%. Further, and not unexpected, there has also been a dramatic decrease in the use of candles for lighting purposes, i.e. from 46.4% in 2001 to 27.7% in 2007. In 2011 the number of households that use electricity as energy for lighting have increase to 84% in the Umfolozi Municipality area.

**Graph 11: Energy for Lighting**



Source: StatsSA Census 2001 and Community Survey 2007

##### 10.4.2 ENERGY FOR COOKING

**Table 32: Energy for Cooking**

<b>Energy Source: Cooking</b>	<b>Census 2001</b>	<b>Community Survey 2007</b>	<b>Census 2011</b>
Electricity	32.3%	56.1%	64.3%
Gas	3.9%	1.5%	3.3%
Paraffin	10.3%	11.7%	3.6%
Wood	52.1%	29.7%	27.2%
Coal	0.4%	1.0%	0.8%
Animal Dung	0.4%	0.0%	0.0%
Solar	0.2%	0.0%	0.2%
Other	0.3%	0.0%	0.7%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

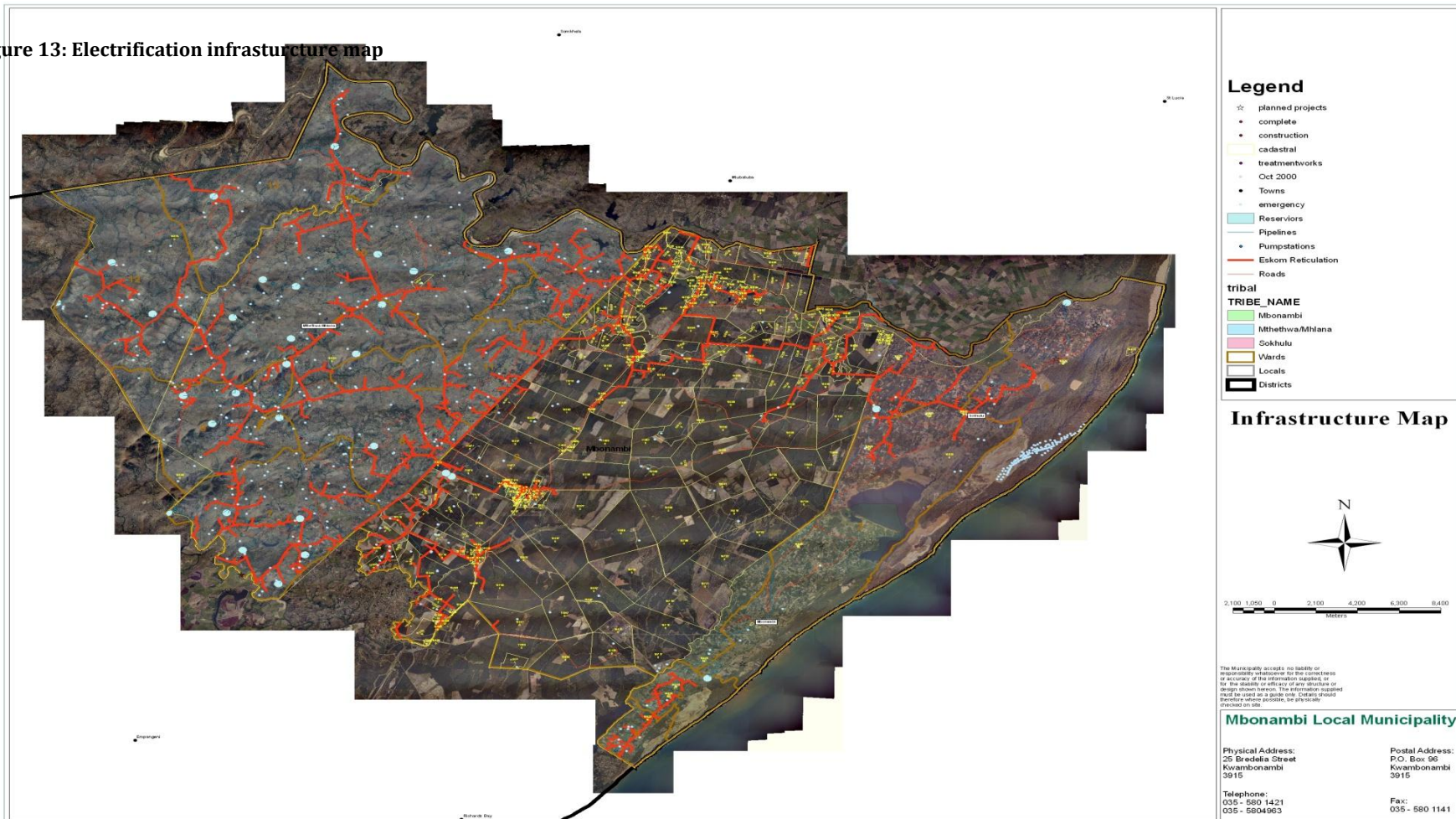
**Graph 12: Energy for Cooking**

Energy use for cooking has followed the same trend between 2001 and 2007 as in the case of energy being used for lighting. Between 2001 and 2007, there has been a significant increase in the use of electricity as a source for cooking, i.e. from 32.3% to 56.1%. Further, and not unexpected, there has also been a dramatic decrease in the use of wood for cooking purposes, i.e. from 52.1% in 2001 to 29.7% in 2007.

The 2011 Census indicates that the use of energy for cooking by electricity has increased to 64.3%.

The map below indicates the existing electricity infrastructure for the Municipality.

Figure 13: Electrification infrastructure map



## THE ROLL-OUT OF FREE BASIC SERVICES

The roll-out of free basic services (i.e. 6kl of free water per household per month) is closely linked to the roll-out of the UDM Water Services Development Plan. In the areas of the municipality which are covered by water schemes and reticulation, free water is made available to households at 6kl per household per month. No figures are available from uThungulu District Municipality at this stage with regards to the roll-out of free basic services. Such will be provided once available.

*Actual financial figures to be included in the final IDP Report.*

### 10.5 DISASTER MANAGEMENT (INCLUDING FIRE FIGHTING SERVICES)

The Municipality has prepared a Policy Framework for Disaster Risk Management in February 2011. The following has been extracted from the Policy:

“Mfolozi Municipality faces increasing levels of disaster risk. It is exposed to a wide range of natural hazards, including severe storms that can trigger widespread hardship and devastation. The Municipality’s extensive forestry industry, coupled to the major transportation routes, inside the municipality as well as those leading to other major centers, present numerous catastrophic and hazardous materials threats.

In addition to these natural and human-induced threats and despite ongoing progress to extend essential services to poor urban and rural communities, large numbers of people live in conditions of chronic disaster vulnerability – in underdeveloped, ecologically fragile or marginal areas – where they face recurrent natural and other threats that range from flooding to informal settlement fires.

In this context, the disaster risk management framework of Mfolozi Municipality recognizes a diversity of risks and disasters that occur or may occur in the Municipal area of responsibility, and gives priority to developmental measures that reduce the vulnerability of disaster-prone areas, communities and households.

In terms of disaster risk reduction principles, the local sphere of government is the first line of defense and, in the event of a disaster occurring or threatening to occur in the Mfolozi municipal area of responsibility, the community is, in reality, the first responder. The primary responsibility for the co-ordination and management of local disasters rests with Mfolozi Municipality as the local sphere of governance.

Thorough disaster risk management planning and effective co-ordination is, therefore, key to saving lives and limiting damage to property, infrastructure and the environment. They also facilitate the optimal utilization of resources.

Apart from internal arrangements to allow for interdepartmental co-operation within the municipality, the ideal mechanism for dealing with disaster risk management planning and co-ordination would be the establishment of an **Mfolozi Disaster Risk Management Committee or advisory forum** which should include all internal and external roleplayers, including traditional authorities.

Such a committee or forum should:

Give advice and make recommendations on disaster-related issues and disaster risk management

Contribute to disaster risk management planning and co-ordination;

Establish joint standards of practice;

Implement response management systems;

Gather critical information about Mfolozi's capacity to assist in disasters and to access resources; and

Assist with public awareness, training and capacity building.

It is therefore strongly recommended that Mfolozi municipality establish a Municipal Disaster Risk Management Committee or advisory forum for its area of responsibility.'

The Policy sets out details pertaining to:

Key Performance Area 1: Integrated Institutional Capacity for Disaster Risk Management:

- Giving effect to the principle of co-operative governance
- Co-operation between national, provincial and municipal spheres of Government
- Mutual assistance agreements

Key Performance Area 2: Disaster Risk Assessment:

- Disaster Risk Assessment and Risk Reduction Planning.
- Disaster Risk Profile for Mfolozi.
- Monitoring, updating and disseminating disaster risk information

Key Performance Area 3 : Disaster Risk Reduction.

- Disaster Risk Reduction Planning.
- Prevention and mitigation as core disaster risk reduction principles.

Key Performance Area 4 : Disaster Response and Recovery.

- Preparedness
- Disaster response
- Disaster recovery

Enabler 1. Information Management

Enabler 2. Education, Training, Public Awareness and Research

Enabler 3. Funding Arrangements

## **D. DEVELOPMENT STRATEGIES**

### **1. STRATEGIC DEVELOPMENT RATIONALE: COMPARATIVE ADVANTAGE AREAS**

The Strategic Development Rationale provides the overall approach to the Development of the Mfolozi Municipal Area. This Rationale forms the premise for the Spatial Development Framework. The rationale has both physical and institutional components, i.e. it focuses on the structuring of the urban form to overcome developmental problems and address key priorities and needs as well as the institutional requirements in terms of resourcing (human and financial) to attain the aforesaid.

More specifically the physical components of the structure are:

Focus Areas;

Nodes;

The movement network; and

Open spaces.

The above physical components cannot be developed without specific institutional components, i.e.:

Financing;

Organisational support; and



## Community and Stakeholder Participation.

The linkages between the physical and institutional components are described hereunder.

Municipal form is expressive through a range of major land uses, services, land form, spatial structuring elements and key focal points. The key aspect to the Strategic Development Rationale is therefore to focus on those components, elements or areas that will provide the highest impact in terms of sustainable development contributing towards local economic development and in a substantial increase in the living standard of people residing in the municipal area, as well as the financial viability of the municipality itself. Community and stakeholder consultation and participation is essential, because with this, the “buy-in” into strategies cannot be achieved. This cannot be attained without financial inputs while the effective and efficient use of such financial inputs cannot be done without a Council that is empowered to make efficient and effective use of scarce resources.

The Strategic Development Rationale for Mfolozi is supported through the development of a **hierarchy of nodes** (as proposed through the revised SDF). These nodes will form the focal points for development and service provision, to ensure access to social and economic opportunities for the entire area. The concentration of activities in and around nodes will stimulate a higher order of activities and development. Access to social and economic opportunities at such nodal areas will have to be managed and supported to ensure its efficiency. In addition, the nodal system supported by linkages between nodes will provide impetus for an **effective movement network and passenger transport system** at sub-regional level. This nodal system will ensure functional integration of the area and create connectivity, which stimulates economic and social interaction. The principle of concentrating activities in nodes recognizes that *access enables empowerment*.

The Nodes should become the focal points for social and economic interaction and activities, to enable access to all these services and opportunities. The nodes will also form the specific intervention areas in terms of the IDP, where projects and actions will be initiated. To attain this, financing has to be secured. Social and economic activities in these nodes should enjoy first priority in terms of the provision of new infrastructure and upgrading of existing infrastructure.

The protection of sensitive areas is an essential intervention as part of the Strategic Development Rationale. It is thus imperative that the Municipality prepare its Environmental Management Plan and subsequently implement the same.

The Strategic Development Rationale puts forward an **incremental development approach**, where the upgrading of existing services and provision of new services is focused in specific areas according to settlement and nodal classification.

The Strategic Development Rationale also recognises the need for the Municipality to **build strong public – public (between local, district, provincial and national government) and public – private partnerships (e.g. with RBM)**. This component is essential to ensure that obstacles are identified and dealt with – procedural, human resource as well as financial.

### 1.1 IDENTIFIED COMPARATIVE ADVANTAGES

Coastline of approximately 50kms – rich in natural assets, i.e. long, sandy beaches, rivers, lakes and estuaries and indigenous forests.

Mapelane Reserve is located at the southern extremity of the Greater St Lucia Wetland Park, recently proclaimed as a World Heritage Site.

Excellent biodiversity – particularly along the coastal strip

Good potential agricultural land.

N2 National Road traverses centrally through the Municipal Area.

The municipality is located adjacent and to the south of one of the fastest growing urban centres in South Africa, namely Richards Bay – Empangeni.

The municipal area is rich in historical and cultural assets.

## 2. MUNICIPAL VISION AND MISSION

### 2.1 THE MUNICIPAL VISION

The Vision is seen as the ultimate destination in terms of the IDP Process, with the Strategic Focus Areas, Development Strategies and Objectives, and projects being the steps required to reach the vision or destination. The vision is the overall developmental aim for the municipality for up to the year 2030, as this is also the vision period within the KZN PGDS.

The vision for the Mfolozi is as follows:

***"To improve the quality of life of all people of uMfolozi Municipality by creating an economically viable and sustainable development"***

### 2.2 THE MUNICIPAL MISSION

" Mfolozi Municipality will deliver services that will meet the needs of its people through:

The revised mission and vision of the municipality was approved as follows:

"The Mfolozi Municipality strives towards providing services that will meet the needs of all people by:

- Promoting social ,economic and spatially sound development
- Providing and maintaining affordable services
- Efficient and effective utilisation of resources
- Transform and Marketing the municipality locally and globally
- Establishing the municipality as a tourist destination
- Strengthening stakeholder partnerships and promoting public

participation

### 2.3 MUNICIPAL VALUES

In order to achieve its' Vision and Mission, the Mfolozi Municipality will uphold the values of:

- Batho Pele Principles
- Integrity & Honesty
- Transparency
- Accountability
- Communication
- Commitment

## 3. STRATEGIC FOCUS AREAS, DEVELOPMENT GOALS, STRATEGIES AND OBJECTIVES

### 3.1 EXPLANATION OF TERMINOLOGY

**Strategic Focus Area:** A broad goal statement providing strategic and focused direction to the municipality, taking cognizance of the development mandate of the municipality and the need to use scarce resources (human, financial, equipment) effectively and efficiently. The municipality cannot be and do everything for everyone. It needs to be strategically focused and only do what it should be doing, within the context of its available resources, to deliver successfully on its development mandate.

**Development Goal:** A statement of what the municipality is striving to achieve in the future. It provides more detail to the Strategic Focus Area Statement. A goal is generally not attainable nor measurable. In the IDP context, goal setting is informed by the Status Quo Analysis and the resultant key / priority issues.

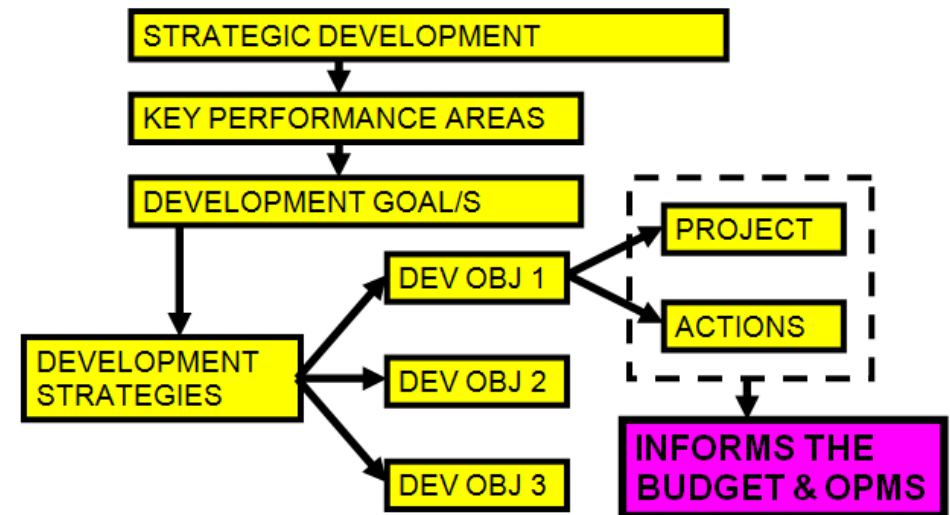
**Development Strategy:** The path or direction taken to strive towards achieving the goal/s and ultimately the Vision. Strategies establish broad themes for future actions and should reflect reasoned choices among alternative paths.

**Development Objective:** A clear “milepost” or “marker” along the strategically chosen path or direction (the Development Strategy) towards the strive to achieve the goal/s. Its purpose is hence to ensure that you are on the right path or that you have chosen the right direction to your goal/s.

An Objective is specific, measurable, actionable (or attainable), realistic (do-able) and timely (achievable within a specified time frame), thus S.M.A.R.T

### 3.2 STRATEGIC STRUCTURE

**Table 33: Strategic Structure**



### 3.3 BROAD STRATEGIC GOALS FOR THE MUNICIPALITY

GOAL NUMBER	STRATEGIC GOAL
Strategic Goal 1	Practice sound administration
Strategic Goal 2	Be financially viable and sustainable
Strategic Goal 3	Achieve and maintain a clean audit
Strategic Goal 4	Eliminate blockages on service delivery
Strategic Goal 5	Promote sustainable economic development
Strategic Goal 6	Effect municipal transformation and institutional development
Strategic Goal 7	Be a tourism destination of choice

### 3.4. SWOT ANALYSIS – MFOLOZI MUNICIPALITY (INTEGRATED SWOT ANALYSIS)

STRENGTHS	WEAKNESSES
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<b>Political stability</b> <b>Public private partnerships</b> <b>Good infrastructure</b> <b>Management Team</b> <b>Location and accessibility</b>	<b>Poor revenue collection</b> <b>High staff turnover</b> <b>High illiteracy rate</b> <b>High unemployment rate</b> <b>Shortage of land</b> <b>Competitiveness of Salary packages</b> <b>Poor public transportation</b>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>Revenue enhancement strategy</b> <b>Greater community participation</b> <b>Investment opportunities</b> <b>Infrastructural development</b> <b>Tourism and agriculture</b> <b>Arts, Culture &amp; Heritage</b> <b>Industrial Opportunity</b>	<b>Loss of intellectual capital</b> <b>Immigration</b> <b>Crime</b> <b>HIV AIDS</b> <b>Social Ills</b>

### 3.5. INTEGRATED PESTLE ANALYSIS

<b>DETAILS</b>	<b>DESCRIPTION</b>
<b>POLITICAL</b>	Political stability Elections 1st performers – Voter registration Political tolerance amongst various parties
<b>ECONOMIC</b>	Poverty Unemployment High Economic potential Poor Revenue Collection / Limited base

<b>SOCIAL</b>	HIV Aids Crime Murder Teenage Pregnancy Drug abuse
<b>TECHNOLOGICAL</b>	Infrastructure for IT within the Municipal location
<b>LEGAL</b>	Outsourced Suppliers for Legal Requirements Acts / Bills / National Policies Treasury Regulations and Guidelines National Environmental Management Act (NEMA) of 1998 Development Facilitation Act (DFA) of 1995 Housing Act Municipal Finance Management Act Municipal Systems Act (MSA) of 2000 Municipal Structures Act National Spatial Development Perspective Kwa Zulu Natal provincial Growth and Development Plan
<b>ENVIRONMENTAL</b>	No Landfill site Pollution Non compliance - Environmental Management Plan

**Table 34: Strategic Focus Areas, Development Goals, Strategies and Objectives**

<b>KPA 1: Municipal Transformation and Organisational Development</b>					
<b>Development Goals</b>	<b>Development Strategies</b>	<b>Target Date</b>	<b>Development Objective</b>	<b>Target</b>	<b>Resp Dept</b>
Institutional development	To provide effective and efficient administrative and secretariat services to the Organisation	annually	<ul style="list-style-type: none"> <li>Timeous production and delivery of agendas and minutes of meetings</li> </ul>	<ul style="list-style-type: none"> <li>Agenda and minutes of each meeting within 7 working days</li> </ul>	DCS
	To ensure that the Municipality has well-skilled, competent, reliable and motivated	annually	<ul style="list-style-type: none"> <li>Review &amp; implement Staff Retention Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Staff Retention</li> </ul>	DCS

KPA 1: Municipal Transformation and Organisational Development					
Development Goals	Development Strategies	Target Date	Development Objective	Target	Resp Dept
	employees and Councillors	June 2013 annually	<ul style="list-style-type: none"> <li>Prepare HR Plan</li> <li>Review Work Skills Plan &amp; Implement</li> </ul>	<ul style="list-style-type: none"> <li>Approved HR Plan</li> <li>Reviewed and approved Work Skills Plan</li> </ul>	DCS DCS
		annually	<ul style="list-style-type: none"> <li>Capacity Building Programmes to Councillors</li> </ul>	<ul style="list-style-type: none"> <li>All Councillors to attend at least 1 Capacity Building Programme per annum</li> </ul>	DCS
	To ensure that the indigent plan is reviewed regularly	June 2015 June 2015	<ul style="list-style-type: none"> <li>Set up Committee</li> <li>Review Indigent Plan</li> <li>Present Indigent Plan to EXCO for approval</li> </ul>	<ul style="list-style-type: none"> <li>Committee established</li> <li>Reviewed and approved Indigent Plan</li> </ul>	DFS DFS
	To ensure that the Indigent Register is reviewed annually	annually	<ul style="list-style-type: none"> <li>Public Participation Process</li> <li>Distribution of draft Indigent Register</li> <li>Finalise Indigent Register</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Indigent Register</li> </ul>	DFS
	To ensure that the Municipality's Organisational Structure is reviewed	annually	<ul style="list-style-type: none"> <li>Review Municipal Organisational Structure</li> <li>Present to EXCO for approval</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Municipal Organisational Structure</li> </ul>	DCS
	To ensure that the Municipality can provide effective and efficient testing station	June 2015	<ul style="list-style-type: none"> <li>Establish progress with potential funders</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Progress Report to EXCO</li> </ul>	MM/CFO
	To ensure that the Municipality has adequate office space, computers and software to perform its functions effectively and efficiently	June 2013	<ul style="list-style-type: none"> <li>Prepare Business Plan to source funding for additional office space/buildings, as well as computer equipment and software</li> </ul>	<ul style="list-style-type: none"> <li>Completed Business Plan</li> <li>Distribution of Business Plan to at least 3 funding agencies</li> </ul>	DTS DTS
	To ensure that the OPMS is aligned with the Municipality's IDP	annually	<ul style="list-style-type: none"> <li>Review &amp; implement OPMS, but only after the completion of the IDP</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed OPMS, that is fully aligned with the IDP (including the budget and</li> </ul>	DCS

<b>KPA 1: Municipal Transformation and Organisational Development</b>					
<b>Development Goals</b>	<b>Development Strategies</b>	<b>Target Date</b>	<b>Development Objective</b>	<b>Target</b>	<b>Resp Dept</b>
			Strategic Content, the Budget and SDBIP	SDBIP), and approved by EXCO	
Municipal Transformation	To ensure employment equity	annually	<ul style="list-style-type: none"> <li>Review Employment Equity Plan</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Employment Equity Plan</li> </ul>	DCS

<b>KPA: Service Delivery</b>					
<b>Development Goals</b>	<b>Development Strategies</b>	<b>Target Date</b>	<b>Development Objective</b>	<b>Target</b>	<b>Resp Dept</b>
To address Backlogs in Service Delivery	To facilitate the provision of potable water	annually	<ul style="list-style-type: none"> <li>Arrange meetings with uThungulu to ensure alignment</li> </ul>	<ul style="list-style-type: none"> <li>Attended Quarterly Meetings, as arranged by UDM</li> <li>Provide Quarterly Report to EXCO</li> </ul>	DTS
	To facilitate the provision of sanitation	annually	<ul style="list-style-type: none"> <li>Arrange meetings with uThungulu to ensure alignment</li> </ul>	<ul style="list-style-type: none"> <li>Attended Quarterly Meetings, as arranged by UDM</li> <li>Provide Quarterly Report to EXCO</li> </ul>	DTS
	To facilitate the provision of electricity / energy	annually	<ul style="list-style-type: none"> <li>Arrange meetings with Eskom to ensure alignment</li> </ul>	<ul style="list-style-type: none"> <li>Bi-Annual meetings with Eskom</li> <li>Provide B-Annual Report to EXCO</li> </ul>	DTS
	To facilitate the roll-out of Free Basic Services, as per the Indigent Register	June 2013	<ul style="list-style-type: none"> <li>Promote the use of the Municipal Indigent Register by Eskom as the only Register</li> </ul>	<ul style="list-style-type: none"> <li>1 x meeting with Eskom and a Report to EXCO</li> </ul>	DTS
	To ensure the roll-out of waste management services in rural areas, and the provision of recycling facilities at appropriate	June 2013	<ul style="list-style-type: none"> <li>Review the Integrated Waste Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Waste Management Plan</li> </ul>	DTS
		June 2014	<ul style="list-style-type: none"> <li>Pilot 'Food for Waste' programme in one ward</li> </ul>	<ul style="list-style-type: none"> <li>"Food for Waste" programme piloted in one Ward</li> </ul>	DTS



KPA: Service Delivery					
Development Goals	Development Strategies	Target Date	Development Objective	Target	Resp Dept
	locations	June 2014 June 2013	<ul style="list-style-type: none"> <li>Pilot “War against Poverty” programme into 1 x ward</li> <li>Conduct Feasibility Study for recycling facilities and buy back centres</li> </ul>	<ul style="list-style-type: none"> <li>“War against Poverty” programme piloted in one Ward</li> <li>Completed and approved Feasibility Study</li> </ul>	DTS DTS
	To ensure the provision and maintenance of municipal roads and sidewalks	annually June 2013	<ul style="list-style-type: none"> <li>Review &amp; Implement Road Maintenance Plan</li> <li>Follow up progress with regards to funding for sidewalks, as per Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Road Maintenance Plan</li> <li>Quarterly Report to EXCO</li> </ul>	DTS DTS
	Quality control	June 2013	<ul style="list-style-type: none"> <li>Promote the submission of building plans for all structures proposed to be built (excluding rural homesteads), through the production and distribution of a leaflet to all ratepayers via the Rates Bill</li> </ul>	<ul style="list-style-type: none"> <li>Leaflet distributed to all residents</li> </ul>	DTS
To assist with natural disasters, taking due cognisance of the impact of Climate Change	Fire Fighting Services	June 2016 June 2015	<ul style="list-style-type: none"> <li>Establish Fire Fighting Unit</li> <li>Source funding for construction of Fire Station and for all equipment (including 1 x fire tender)</li> </ul>	<ul style="list-style-type: none"> <li>Fire Fighting Unit established</li> <li>Funding sourced</li> </ul>	MM/ CFO
	Investigate the possible impact of Climate Change on the Municipal Area	June 2013	<ul style="list-style-type: none"> <li>Review Disaster Management Plan (including Contingency Plan) to include possible impacts of climate change</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Disaster Management Plan</li> </ul>	DCS

<b>KPA: Local Economic Development</b>					
<b>Development Goals</b>	<b>Development Strategies</b>	<b>Target Date</b>	<b>Development Objective</b>	<b>Target</b>	<b>Resp Dept</b>
To facilitate economic growth and development, in order to create decent employment and to fight the war against poverty	To ensure appropriate and sustainable LED	June 2014	<ul style="list-style-type: none"> <li>Review LED Plan</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved LED Plan</li> </ul>	DTS
	To foster an environment that is conducive for investment	June 2014	<ul style="list-style-type: none"> <li>Prepare Marketing and Investment Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Approved Marketing and Investment Strategy</li> </ul>	DTS
	To contribute towards the development of the Tourism Sector	June 2014	<ul style="list-style-type: none"> <li>Develop a Tourism Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>Approved Tourism Development Plan</li> </ul>	DTS
		annually	<ul style="list-style-type: none"> <li>Participate in the management of the coast via the Coastal Management Group</li> </ul>	<ul style="list-style-type: none"> <li>Attendance to all Coastal WG meetings</li> </ul>	DTS
	To contribute towards the development of the Agricultural Sector	June 2014	<ul style="list-style-type: none"> <li>Prepare an Agricultural Development Plan, in co-operation with the Dept of Agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Approved Agricultural Development Plan</li> </ul>	DTS
	To promote the participation of Women, Youth and the Disabled in LED projects and activities	June 2014	<ul style="list-style-type: none"> <li>Develop a database of women, youth and disabled that are interested in LED projects</li> </ul>	<ul style="list-style-type: none"> <li>Approved Database</li> </ul>	DTS
		2013 to 2016	<ul style="list-style-type: none"> <li>Promote participation, with assistance from Dept Economic Development and Tourism, of people on the database in LED activities</li> </ul>	<ul style="list-style-type: none"> <li>10% of people on database fully participated on LED activities</li> </ul>	DTS
	To promote SMME Development	annually	<ul style="list-style-type: none"> <li>Update database of SMMEs</li> </ul>	<ul style="list-style-type: none"> <li>Updated database</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Conduct training workshops to SMMEs</li> </ul>	<ul style="list-style-type: none"> <li>1 Workshop quarterly</li> </ul>	DTS
	To promote the sustainability and protection of the municipalities natural resources	Dec 2014	<ul style="list-style-type: none"> <li>Prepare Land Use Management Scheme for the Rural Areas</li> </ul>	<ul style="list-style-type: none"> <li>Approved Land Use Management Scheme for Rural Areas</li> </ul>	DTS DTS

KPA: Local Economic Development					
Development Goals	Development Strategies	Target Date	Development Objective	Target	Resp Dept
		June 2013	<ul style="list-style-type: none"> <li>Prepare Environmental Management Framework (EMF) (to include climate change matters)</li> </ul>	<ul style="list-style-type: none"> <li>Approved EMF</li> </ul>	

KPA: Social Development					
Development Goals	Development Strategies	Target Date	Development Objective	Target	Resp Dept
To ensure that social development is catered for within the Municipal Area	To facilitate that the needs of child-headed households and vulnerable children are addressed	June 2014	<ul style="list-style-type: none"> <li>Prepare Social Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>Approved Social Development Plan</li> </ul>	DCS
	To plan and support the acceleration of sustainable human settlements at appropriate locations	June 2013	<ul style="list-style-type: none"> <li>Review the Housing Sector Plan (ensure alignment with SDF)</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Housing Sector Plan</li> </ul>	DTS
	To facilitate early childhood development	annually	<ul style="list-style-type: none"> <li>Source funding for the development of crèches in areas of need (ensure alignment with SDF)</li> </ul>	<ul style="list-style-type: none"> <li>Development of a minimum of 2 x crèches per annum</li> </ul>	DTS
	To facilitate the implementation of Operation Sukuma Sakhe Programme (flagship programme)	June 2016	<ul style="list-style-type: none"> <li>Support and facilitate the roll-out of the programme to selected wards, through the identification of "special" projects.</li> </ul>	<ul style="list-style-type: none"> <li>Operation Sukuma Sakhe rolled-out to selected wards</li> </ul>	DTS

KPA: Good Governance and Public Participation					
Development Goals	Development Strategies	Target Date	Development Objective	Target	Resp Dept

<b>KPA: Good Governance and Public Participation</b>					
<b>Development Goals</b>	<b>Development Strategies</b>	<b>Target Date</b>	<b>Development Objective</b>	<b>Target</b>	<b>Resp Dept</b>
Good Governance	To ensure compliance with Occupational Health and Safety legislation	June 2014	<ul style="list-style-type: none"> <li>Prepare Occupational Health and Safety Plan</li> </ul>	<ul style="list-style-type: none"> <li>Completed and approved Occupational Health and Safety Plan</li> </ul>	DTS
	To improve municipal inter-departmental and external (including IGR) communication	June 2013	<ul style="list-style-type: none"> <li>Prepare Communication Plan</li> </ul>	<ul style="list-style-type: none"> <li>Approved Communication Plan</li> </ul>	DCS
	To ensure that the Municipality is striving towards meeting its vision and goals, through appropriate development and spatial planning	March 2013 to 2016	<ul style="list-style-type: none"> <li>Prepare IDP</li> </ul>	<ul style="list-style-type: none"> <li>Completed and approved IDP</li> </ul>	DTS
		March 2013 to 2016	<ul style="list-style-type: none"> <li>Review SDF</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved SDF</li> </ul>	DTS
		Annually	<ul style="list-style-type: none"> <li>Establish IDP and Budget Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>IDP and Budget SC established</li> </ul>	DTS
	To ensure a corruption-free organisation	June 2013	<ul style="list-style-type: none"> <li>Negotiate expansion of KwaMbonambi town with relevant land owners</li> </ul>	<ul style="list-style-type: none"> <li>1 x combined meeting with all relevant land owners</li> </ul>	DTS
		annually	<ul style="list-style-type: none"> <li>Implement Fraud and Corruption Policy</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Report to EXCO</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Effective and efficient functioning of Municipal Public Accounts Committee (MPAC)</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Report to EXCO</li> </ul>	DFS
Public Participation	Ensure that public participation structures are established, capacitated and functional, as well as effective and efficient public participation processes	Aug annually May 2013 to 2016	<ul style="list-style-type: none"> <li>Identify Stakeholders and establish IDP Forum</li> <li>Conduct IDP Roadshows bi-annually</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholders identified and IDP Forum established</li> <li>IDP Roadshows conducted</li> </ul>	DTS DTS
Municipal Bylaws	Ensure that Municipal Bylaws are updated	annually	<ul style="list-style-type: none"> <li>Review and implement Municipality's Bylaws annually</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Municipal Bylaws</li> </ul>	DCS

#### **KPA: Municipal Financial Viability and Management**

Development Goals	Development Strategies	Target Date	Development Objective	Target	Resp Dept
Ensure the Municipal Revenue Streams are optimised	Ensure effective and efficient cash collection from customers	annually	<ul style="list-style-type: none"> <li>Review and implement Debt Recovery Policy</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Debt Recovery Policy</li> <li>Improve Recovery Rate by 2% annually</li> </ul>	DFS DFS
	Ensure effective and efficient invoicing / billing of customers	annually	<ul style="list-style-type: none"> <li>Review Valuation Roll</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Valuation Roll</li> <li>Quarterly Report to EXCO</li> </ul>	DFS DFS
		annually annually	<ul style="list-style-type: none"> <li>Monthly update of customer database</li> <li>Ensure monthly billing</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Section 71 (i.t.o. the MFMA) Report to National Treasury</li> </ul>	DFS
Ensure effective and efficient Municipal Financial Management	Ensure effective and efficient Municipal budgeting and reporting mechanisms, procedures and processes	annually	<ul style="list-style-type: none"> <li>Prepare Annual Financial Statements to GRAP standards</li> </ul>	<ul style="list-style-type: none"> <li>Approved Financial Statements by the KZN Auditor-General</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Prepare Financial Plan</li> </ul>	<ul style="list-style-type: none"> <li>Completed Financial Plan</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Prepare Capital Investment Plan (i.t.o. the Capital Investment Policy)</li> </ul>	<ul style="list-style-type: none"> <li>Completed and approved Capital Investment Plan</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Prepare SDBIP</li> </ul>	<ul style="list-style-type: none"> <li>Approved SDBIP</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Prepare Municipal Budget that is aligned with the IDP and the SDBIP</li> </ul>	<ul style="list-style-type: none"> <li>Completed and approved budget that is fully aligned with the IDP and SDBIP</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Develop and implement an Audit Response Plan</li> </ul>	<ul style="list-style-type: none"> <li>Approved Audit Response Plan</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Maintain the Valuation Roll</li> <li>Maintain Fixed Asset Register</li> </ul>	<ul style="list-style-type: none"> <li>Approved Valuation Roll</li> <li>Approved Fixed Asset Register</li> </ul>	DFS DFS
Supply Chain Management	To ensure effective and efficient SCM processes and procedures	annually	<ul style="list-style-type: none"> <li>Review and Implement SCM Policy</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved SCM Policy</li> </ul>	DFS
		annually	<ul style="list-style-type: none"> <li>Review &amp; implement Procurement Policy (to include BBEEE)</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and approved Procurement Policy</li> </ul>	DFS

## Service delivery plan strategic priorities

Municipality			Project Type	A	The provision and maintenance of infrastructure
Project Name	Project Description	Location Ward	Required funding	Proposed Lead Department	Brief Profile of Beneficiaries or Benefits
KwaMbonambi Water Borne Sewerage System	<p>The project entails the provision of a waterborne sewerage disposal system for the Kwambonambi Town which will include the following major elements:</p> <p>Reticulation network</p> <p>Main outfall sewers</p> <p>Waste water treatment works</p>	Ward 2	R 34 000 000	<p>uThungulu District Municipality - Water Services Authority and Water Service Provider</p> <p>Depart of Water Affairs and Forestry - Process approval</p> <p>Department of Environmental Affairs - Environmental approval and ROD</p>	<p>The existing beneficiaries will be approximately 750 households and approximately 150 business and industrial owners. Immediate future beneficiaries will be an additional 650 households in the golf course development and a further 750 households in the proposed low cost housing and Amangwe Village. Consultations have been ongoing with the beneficiary over an extended period of time as they are continuously requesting this service to be provided. A Project Steering Committee will be established once funding has been obtained and in order to formalise the implementation of this project.</p>

Mzingazi Nzalabantu Urbanisation Project	<p>The formalisation of the Mzingazi Nzalabantu Area;</p> <p>The construction of infrastructure required for the realisation of the area as an urban area including, streets and associated storm water infrastructure, water infrastructure, electricity infrastructure, water borne sewerage system, landscaping and street furniture, and community facilities, e.g. Schools, clinics, crèches, etc.</p>	<p>The project area is along the south east coastline of the Mfolozi Municipality in the Uthungulu District. It includes ward 05, 06, 14. The project area is within Mbuyazi Tribal Authority in Reserve No 04 No. 15823.</p>	R150 000 000	<p>Mfolozi Municipality</p> <p>Department of Human Settlements</p> <p>Uthungulu District Municipality</p> <p>Department of Water Affairs Forestry and Fisheries</p>	<p>Population Ward 5 ; 3510</p> <p>Population Ward 6 ; 5283</p> <p>Population Ward 14 ; 5010</p>
Development Plan for Primary Nodes / Small Town Rehabilitation Programme	Development Primary Nodes into investment attraction areas.	<p>1 Primary Node per Local Municipality being:</p> <p>Empangeni</p> <p>Kwambonambi</p> <p>Nkandla</p> <p>Melmoth</p> <p>Gingindlovu</p>	R 250 000	KZNCOGTA	Economic Growth & Development for residents and opportunities for investors.

		Buchanana			
Greater Mfolozi Industrial Development Node.	<p>The Kwambonambi area and surrounds have been identified as an area which is experiencing increasing development pressures due to its potential for a decentralized industrial node. In an attempt to pro-actively establish a strategy for facilitating appropriate and sustainable development and use of the area to minimize impacts and enhance sustainability, the preparation of a Development Framework for the area was seen as the best way to achieve the aforementioned, which was conducted and completed. This will also assist in guiding the future spatial growth and expansion of the proposed industrial node and to allow for the optimal use and management of land.</p> <p>What is required now to move the</p>	Nseleni Station Ward 2	R100 000 000	<p>Department of Trade and Industry</p> <p>Department of Economic</p> <p>Richards Bay Industrial Development Zone</p>	<p>The project will benefit the entire citizens of Mfolozi which is above 118 000 as well as the population of Umhlatuze. The project will firstly create employment during the establishment phase of the project where the infrastructure required for industrial activities will be installed, as well as when new industries migrate to the area in the form of formal employment.</p>



	project forward is the acquisition of the land from the private owner, the rezoning of the land so as to prescribe the necessary controls for the area. Then installation of infrastructure necessary for industrial use.				
Urban Design Framework – Kwambonambi	The Kwambonambi Town, being a Primary Node in the ditrick needs an Urban Design Framework and implementation plan for its CBD. This will attract investment into the town which serve a large rural hinterland.		R5 000 000	COGTA	
HIV/ Aids Relief	To provide food parcels to HIV / Aids infected persons within the Municipal Area – particularly those from the rural areas	All	R300 000	uMlalazi Municipality	The poorest of the poor who are infected with HIV / Aids.
Develop Oyengweni Royal House Hold site and Ntambanana Heritage Sites	Renovation of site for tourism attraction, identification of Heritage sites in the area for development.	6		DEDT AMAFA	All people of Ntambanana

Establishment of Cemeteries in all Eight Wards	This aimed at resolving the issue of water pollution. People are still burying their loved ones at home which have a huge impact on underground water	Ntambanana All eight wards	R1 000 000	DC 28	The entire Ntambanana Community
Increase Human Resource Capacity in Local Municipalities to Improve Service Delivery (Shared Services)	Capacity in local municipalities is lacking in the provision of technical services. A shares serves opportunity needs to be investigated and implemented to increase municipal capacity.		R5 000 000	COGTA	
Umzingazi Water Borne Sewerage	This will be an integrated manner to achieve the vision for sanitation provision. A conventional waterborne sanitation systems is usually perceived as the highest level of service. The safe disposal of human excreta is vitally important in the control of infectious and other communicable diseases and hence the construction of appropriate sanitation systems is	Ward 1	R50 000 000	Mun MIG	Mzingazi community

	paramount in contributing to the safe disposal of human excreta.				
Implementation of LED Framework Strategy: Towards a Green Economy	Implement projects identified by the LED Framework Strategy: Towards a Green Economy	District Wide	R 5 000 000	DEDT	Unemployed Residents of uThungulu District
Umfolozu Wall to Wall Scheme.	Preparing of the wall to wall scheme and the Reviewing of the Mfolozu Land use Scheme in terms of the PDA.	All wards	R750 000	COGTA	Orderly Development

## E. OVERVIEW OF SPATIAL DEVELOPMENT FRAMEWORK

The Municipality reviewed its SDF in September 2011.

The spatial analysis of the Mfolozu Municipal Area has the following focus areas:

Identification of areas of highest agricultural potential (see Map 25 at Section 9.2 in this Report);

Accessibility mapping in respect of areas of highest population density and access to nodes;

Preparation of a poverty index;

Analysis of relation between land capability and areas of poverty;

Spatial relation between areas of highest population density that are also areas of high poverty; and

Spatial relation between areas of highest population density and those areas of environmental and tourism significant.

## VISION

The SDF derives its vision from the IDP and it is as follows:-

**“To provide Service Delivery that creates a better life for all people of Mfolozi”**

## SWOT ANALYSIS

Strengths	Weaknesses
Approved waste management plan Good linkage through the national routes 495 km of gravel access roads constructed and maintained by the LM Road maintenance plan approved by Council SDF aligned to PGDS	Lack of adequate technical and supervisory skilled personnel Lack of adequate mechanical plant and equipment and no in-house mechanical repair and maintenance support Old infrastructure, Majority of municipal roads are gravel requiring more frequent attention with extremely limited resources Sparse rural settlements make conventional waste collection difficult due to inaccessibility and high transport costs Reliance on grant funding
Opportunities	Threats

<p>geographical location (along the N2 provincial corridor)</p> <p>Correcting past poor planning and improving old infrastructure through Integrated Human Settlement Projects</p> <p>Correcting past poor planning and improving old infrastructure through the Town Centre Upgrade Project.</p> <p>Creating accessibility through new road infrastructure projects thereby assisting in reducing backlogs in waste management services</p>	<p>Lack of funding. Climate Change</p> <p>Theft and vandalism and illegal dumps</p> <p>Negative publicity and destructive criticism de-motivate personnel</p> <p>Reliance on grant funding. Increasing backlogs</p> <p>Vast rural areas to service make it more costly</p> <p>Inadequate human capacity (technical and supervisory skills)</p> <p>Overloading current personnel with responsibilities due to high vacancy rate</p> <p>No access to approved gravel borrow pits to repair gravel roads</p> <p>Inability to significantly increase revenue base</p> <p>Large amount of the population are indigent and cannot pay for the services provided</p>
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## 1. PROPOSED NODES AND ACCESSIBILITY THERETO

Resultant from field surveys across the Mfolozi Municipal Area and specifically the identification of all non-agricultural or residential / homestead land uses, nodes have been identified where land uses already dictated the existence or growth of such nodes.

A **node** is defined as follow: A connecting point at which several lines come together OR a concentration/centre of human, economic, social interaction/activity.

The adjacent table depicts the nodes that have been identified and these are compared to those that were previously identified (without verification through extensive field surveys):

**Table 35: Mfolozi Nodes**

Type of Node	In original SDF	In Reviewed SDF
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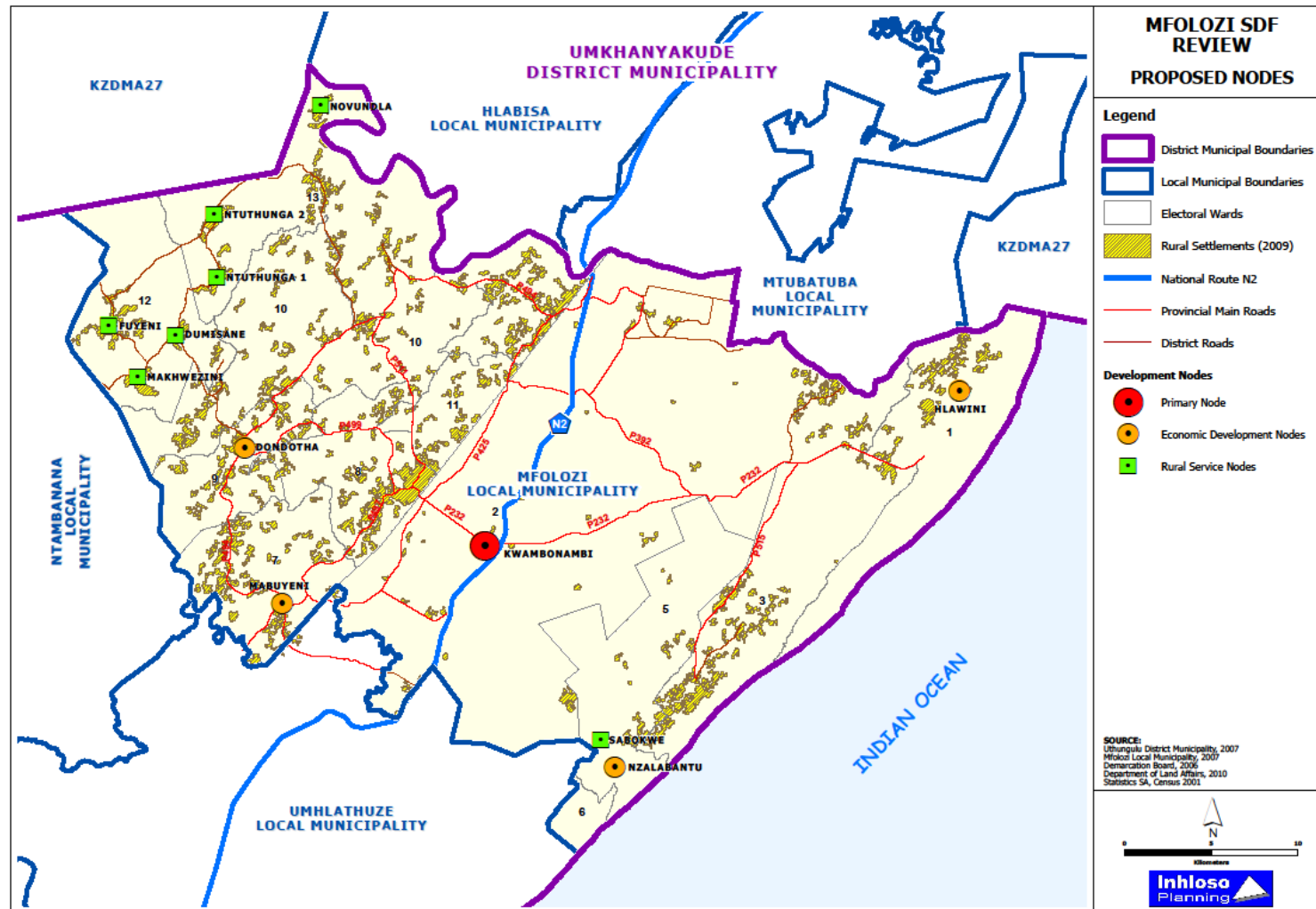
Primary Node	Kwambonambi	Kwambonambi
Secondary Nodes (Now indicated as Economic Development Nodes)	Dondotha	Dondotha
	Emhlangeni	Hlaweni
	Manhuyeni	Mabuyeni
	Nkunzebomvu	Nzalabantu
	Phathane	
	Zonza	
Tertiary Nodes (Now indicated as Rural Service Nodes)	Amalala-Phansi	Dumisane
	Cinci	Fuyeni
	Fuyeni	Makhwezini
	Makhwezini	Novundla
	Manzamyana	Nthuthunga 1
	Nhlabane	Nthuthunga 2
	Nkiyankiya	Sabokwe
	Nthuthunga	
	Nzalabantu	

Map

14:

Mfolozi:

Proposed

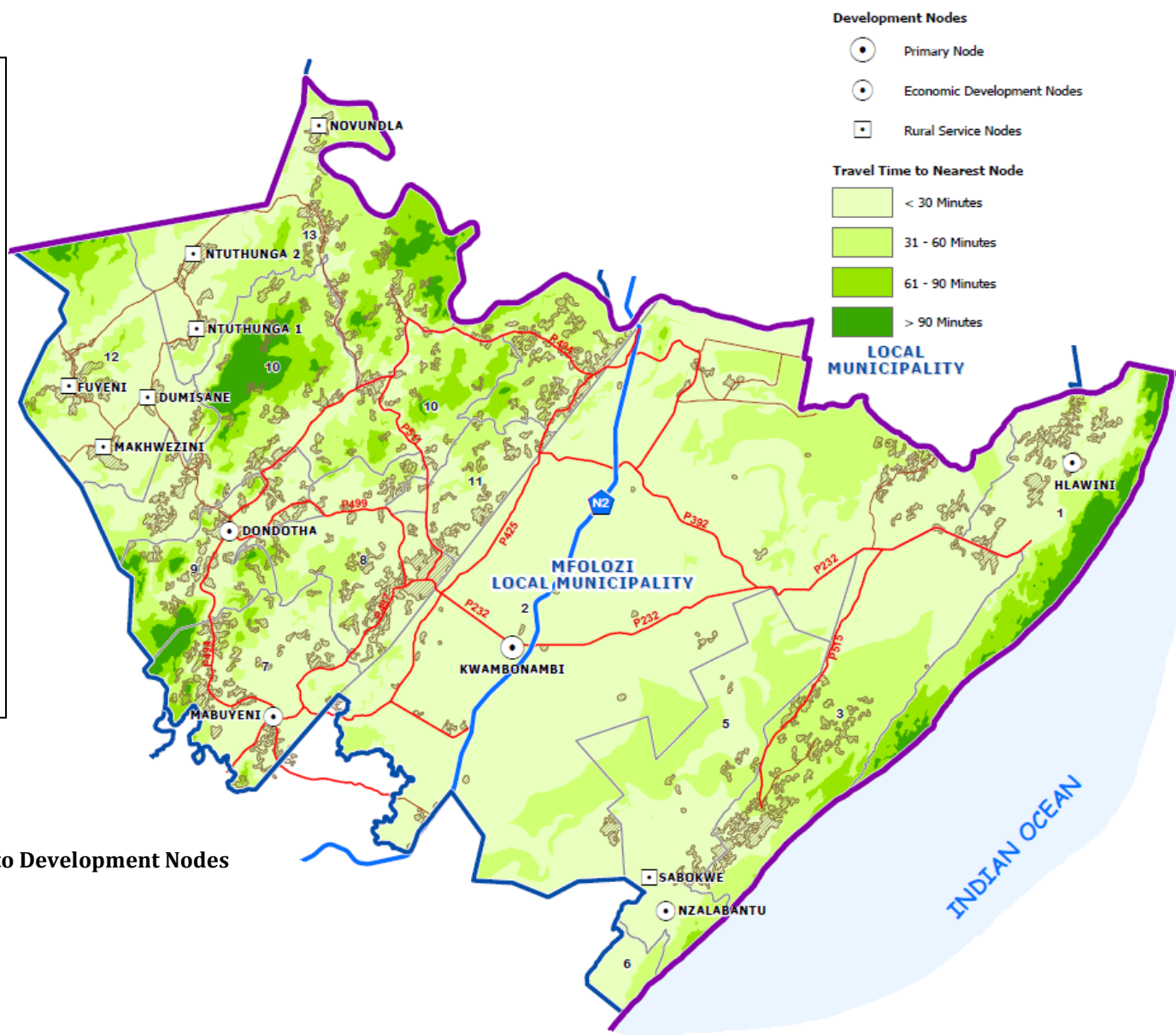


Nodes

Map 15: Accessibility to Nodes

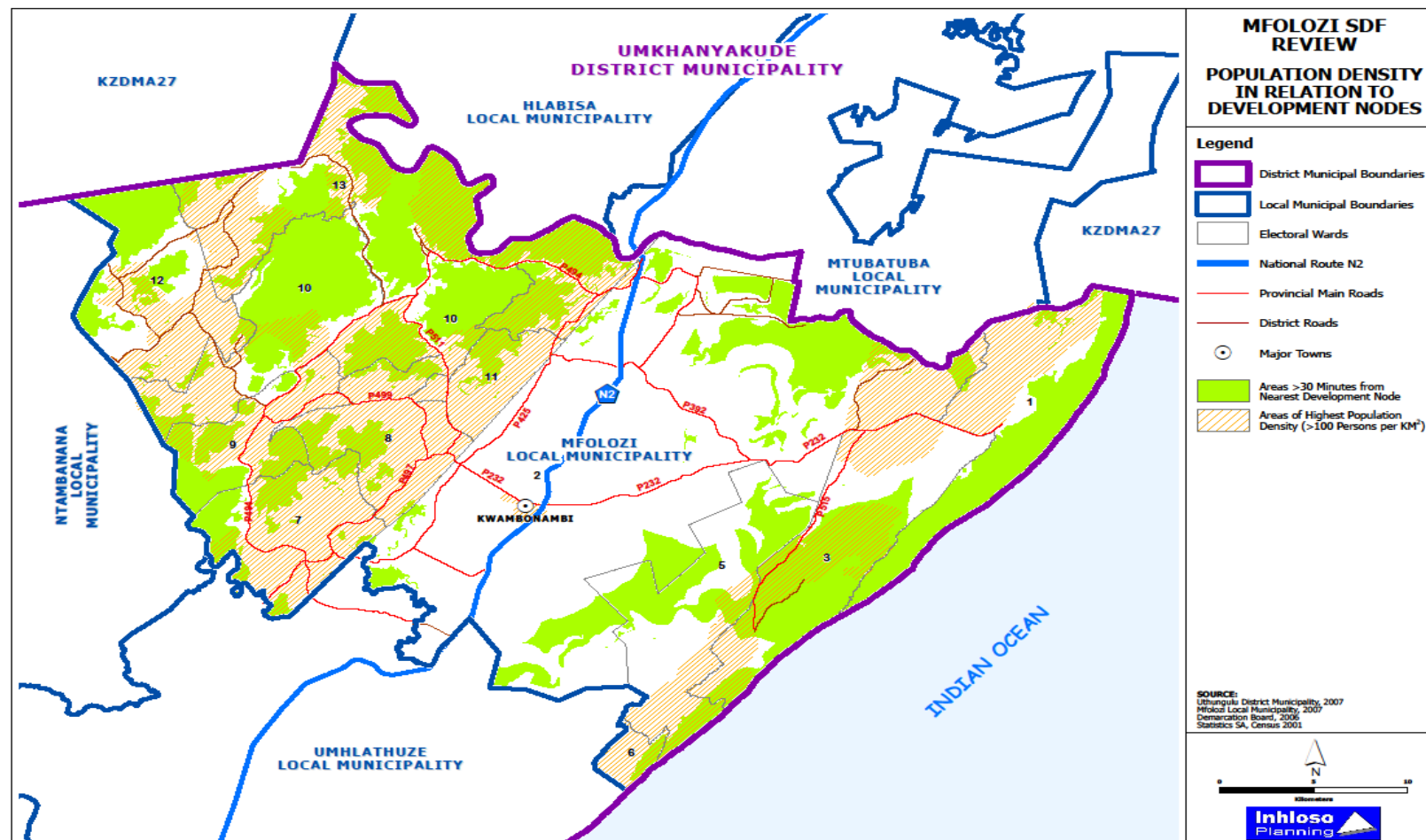
The map presented herewith shows those areas of the municipal area that are less than 30 minutes, between 31 and 60 minutes, between 61 and 90 minutes and more than 90 minutes travelling time from one of the identified nodes.

This analysis becomes significant when consideration is given to population density and number beyond 30 minutes travelling time to identified nodes. This analysis is provided on the map at overleaf. It is also important to note that even though 11 nodes have been identified, the level of service/facility provision at the majority of the nodes is very low.

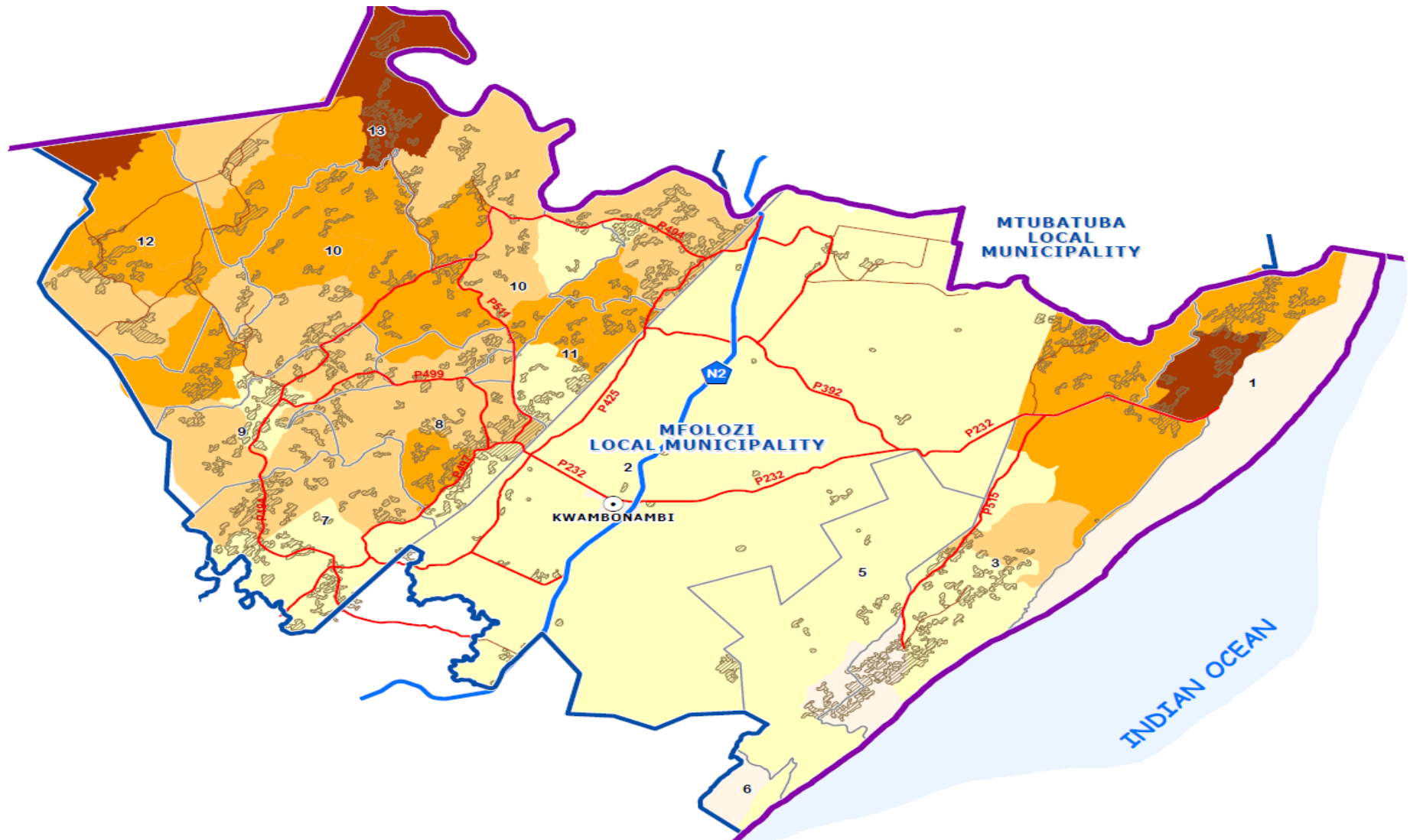


Map 16: Population Density in Relation to Development Nodes



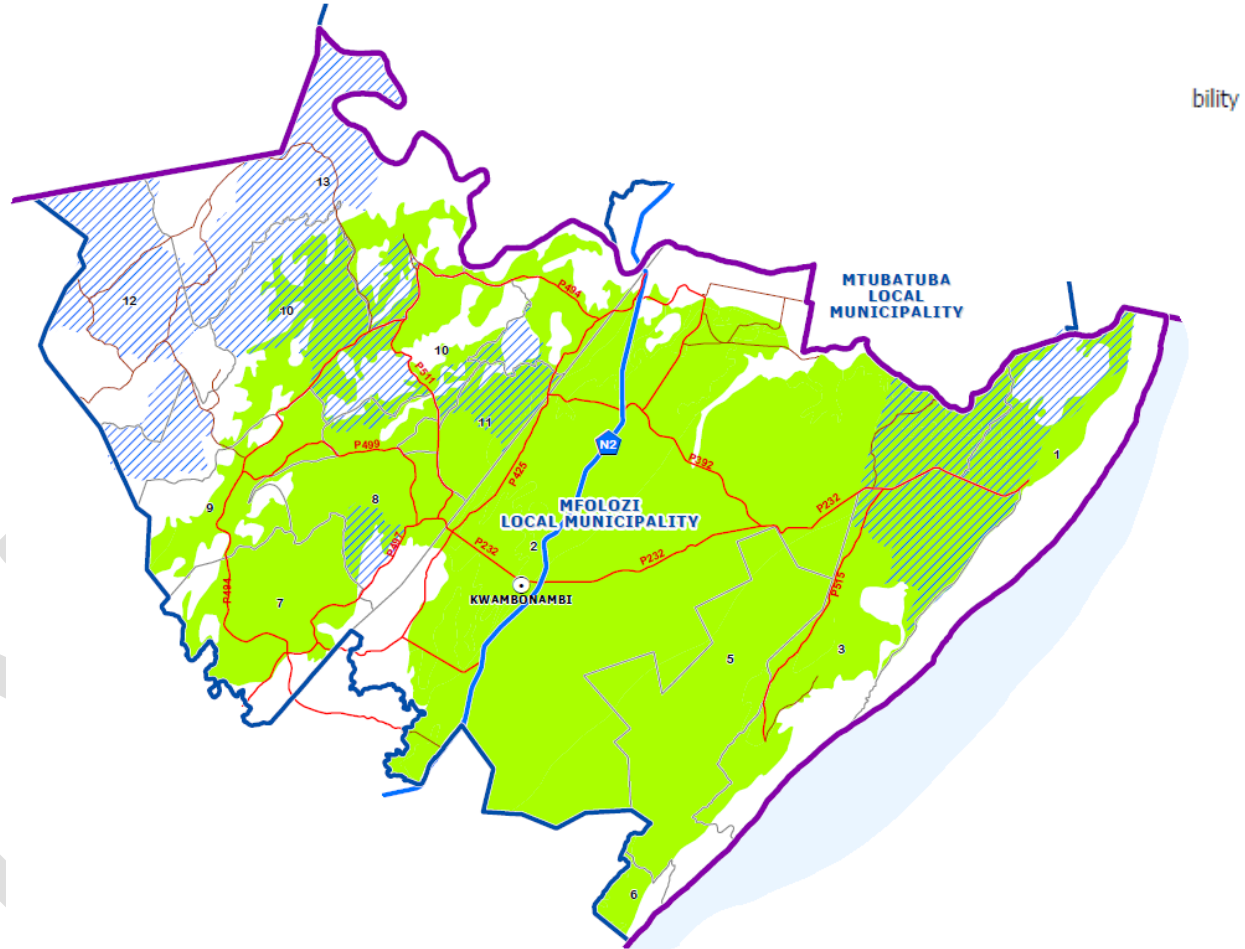


Map 17: Poverty Index



## LAND CAPABILITY AND POVERTY

The analysis of the relation between land capability and areas of poverty is indicated on the map and, as can be seen from the mapping, significant portions of the municipality have impoverished communities but also areas of high land capability rating. This analysis is very important when considering the principle of need and potential. In this regard, any investment aimed at fostering the existing agricultural potential in an area that has a high poverty index has the potential to not only address the immediate need, but also to provide for reasonable expansion and growth.

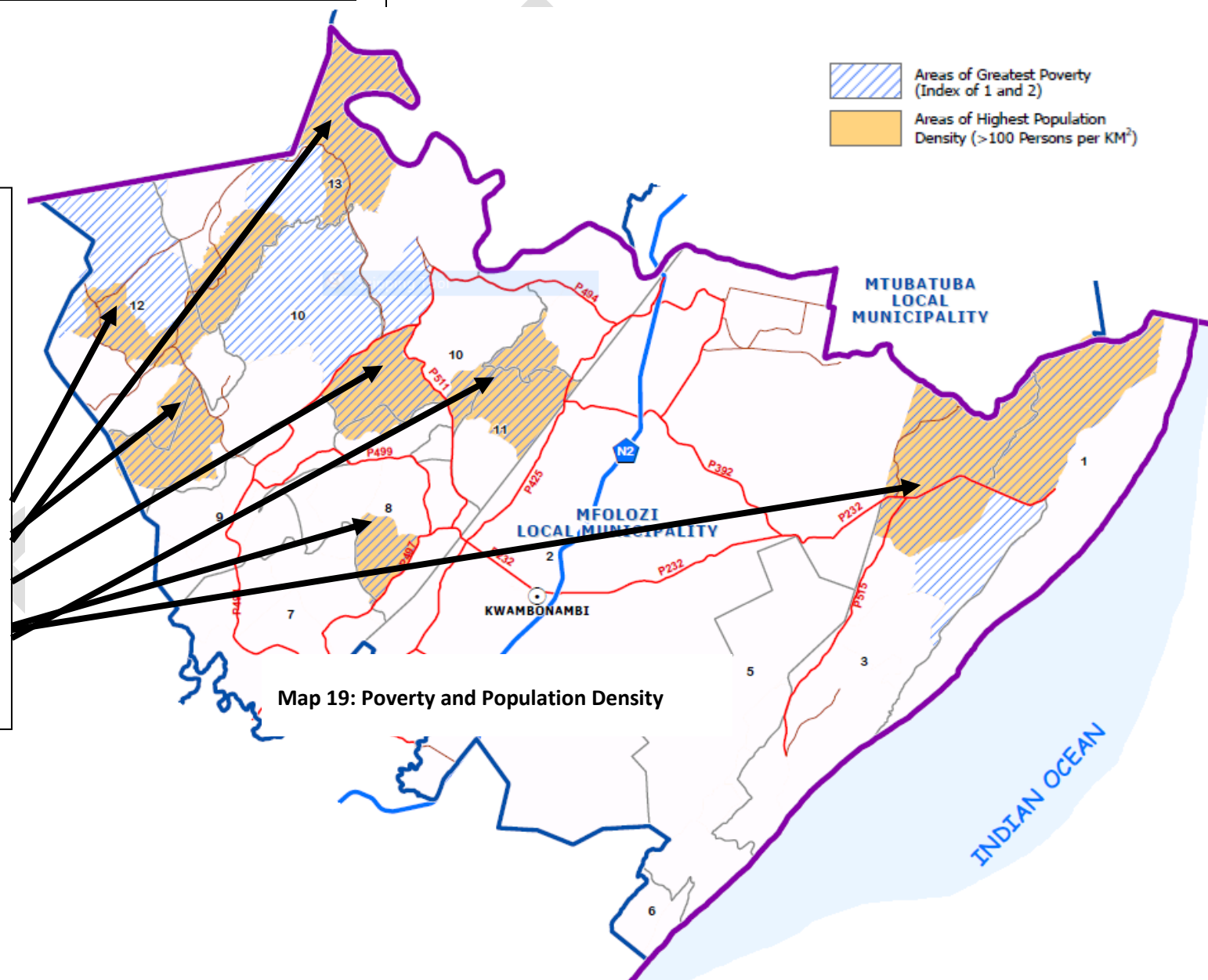


### Map 18: Land Capability and Poverty Overlay

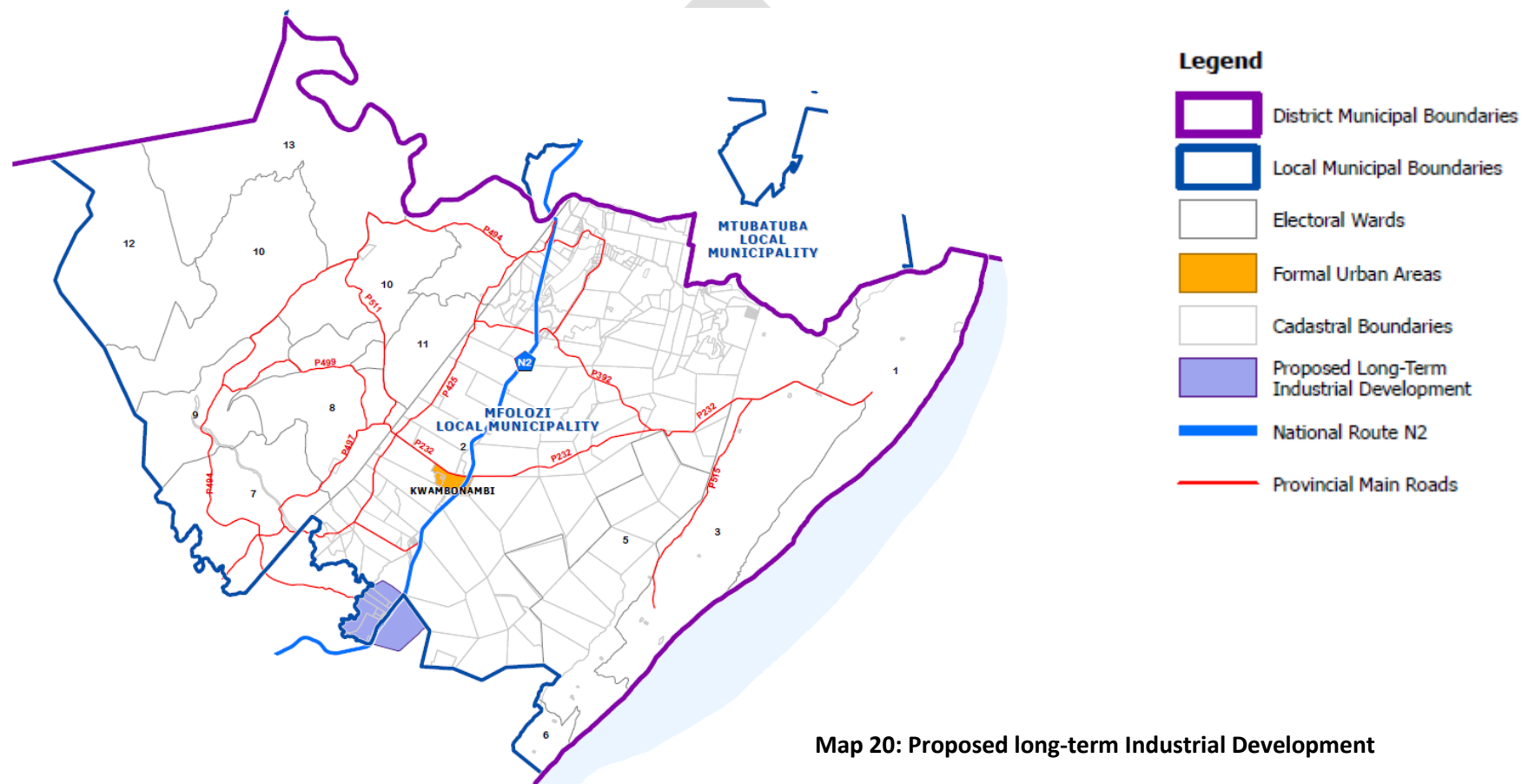
## 2. POVERTY AND POPULATION DENSITY

Analysis was also undertaken to indicate the spatial relation between areas of highest population density that are also areas of high poverty as indicated on the map.

The importance of the map on this page is that any action/intervention aimed at redressing poverty that takes place in an area of high density has the possibility to impact on a large population. Again, the principles is emphasized that (1) basic services are needed to all and that (2) areas that display higher need and potential should receive priority in respect of investment for growth.



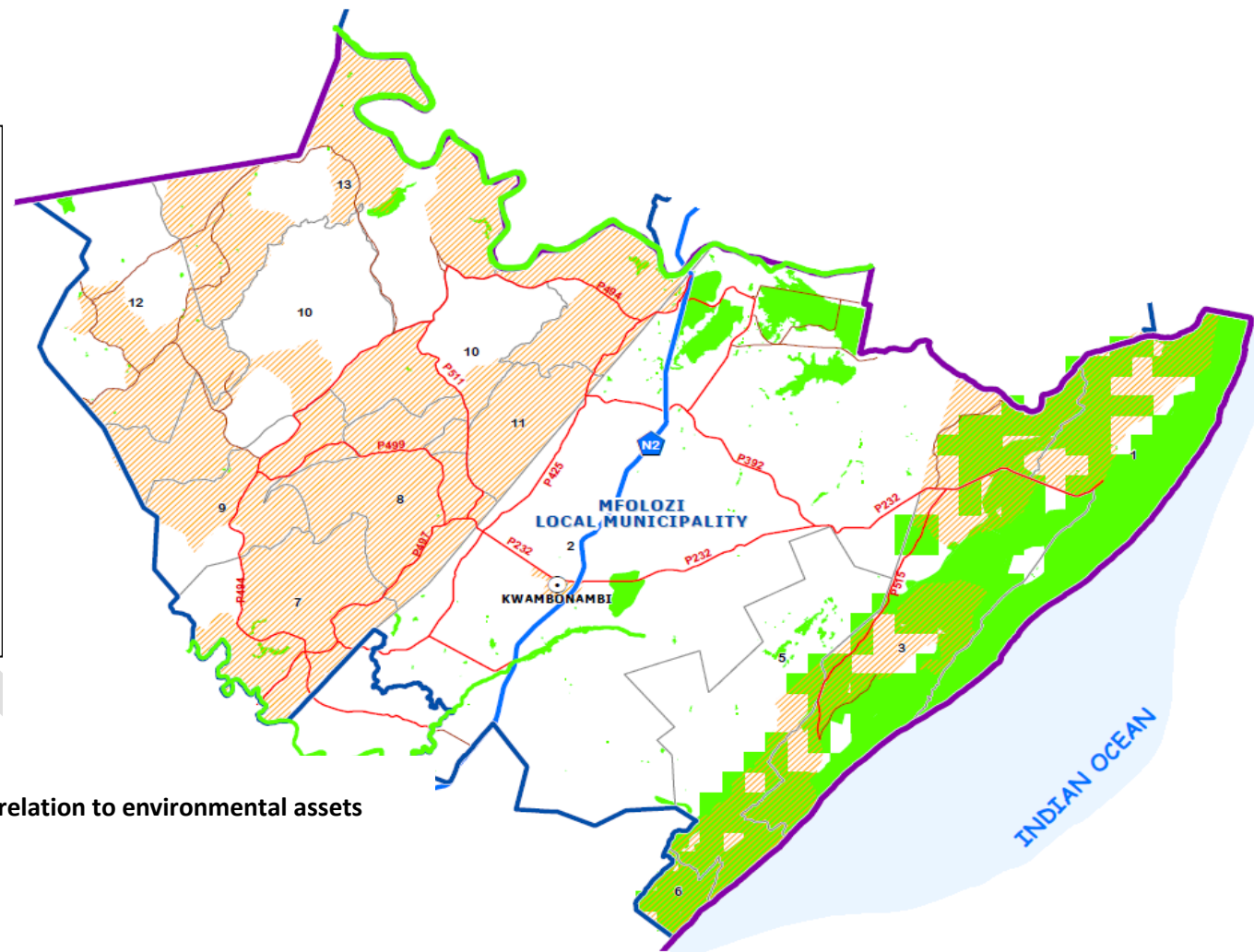
### 3. PROPOSED FUTURE INDUSTRIAL DEVELOPMENT NODE





#### 4. POPULATION AND SETTLEMENT IN RELATION TO ENVIRONMENTAL ASSETS

A final analysis map produced as part of this section of the report shows the relation between areas of higher population density (more than 200 persons per km<sup>2</sup>) and areas of identified environmental constraints / sensitive areas. There are two important considerations here. In the first instance, areas with potential and that have a denser settled population that may potentially benefit from direct and indirect spin-offs of protected parks and unique environmental areas, are shown. Secondly, special care is needed in these



## **IDENTIFICATION OF DESIRED SPATIAL PATTERN AND SPATIAL INTERVENTION AREAS**

In the previous sections of this report principles were discussed as well as the results of an extensive analysis process. In this section of the report, the above results have to be aligned and linked with specific focus areas for the Mfolozi Municipality. Before this can be attained, a description is provided with respect to the meaning of “desired spatial pattern” and “spatial intervention areas”.

### **Desired Spatial Pattern**

The desired spatial pattern of any area is regarded as a situation rather than an environment with specific characteristics. Thus, the desired spatial pattern of an area should not be measured as an area with a specific characteristic, but rather as a state of sustainability. Sustainability indicators will differ for various areas. In some areas the carrying capacity of the land can only support a certain number of households while other areas, such as larger urban areas, can support many thousands of households.

It is important to remember the vision of the municipality as well, i.e.:

***To improve the quality of life of all people of Mfolozi Municipality by creating economically viable development***

It is furthermore also very important to consider that the desired spatial pattern will be influenced by the anticipated spatial changes that are expected to manifest themselves in any given area.

In this regard, the population changes that have occurred between 2001 National Census and 2007 Community Survey as well as the KZN 2014 Growth and Development Goals should be considered. The following very important consideration is noted:

The KZN 2014 Growth and Development Goals note that the baseline urbanization figure for the province is 47,5% and that the expected urbanization rate for 2014 is 65%. This translates to roughly 1 750 000 people in the province that are expected to urbanize by 2014. If and how this actually manifests is unknown, but the municipality should take note of any indicators constantly. For the Mfolozi Municipality, the above may mean an increase in the urban population of KwaMbonambi Town, but more likely a possible outflow of people from the rural areas to employment opportunities elsewhere, such as Richards Bay / Empangeni and Durban. The possibility does also exist that people may move away from the municipal area to other larger centres.

### **Spatial Intervention Areas**

Spatial intervention areas refer to specific areas where deliberate actions from either the district municipality or any other tier of government can improve on a situation that prevails in the said area. Importantly, spatial intervention areas are identified and have to be benchmarked against an acceptable standard. The identification of spatial intervention areas can be considered as a step towards achieving a desired spatial pattern.

## **5. THE DESIRED SPATIAL PATTERN**

The desired spatial pattern is in essence the series of nodes and corridors as mooted in various provincial documents. In order to attain such a desired spatial pattern, a process of development within the district has to take place. This process of development entails investment in areas of potential and also in those areas of need. The latter areas are not necessarily along the identified nodes and corridors but the nodes and corridors and these listed areas will have a mutual impact on each other.

The movement of people from areas that offer little opportunity to areas that offer more opportunity and services should be encouraged. Still, those communities in areas of lesser – albeit perceived lesser - opportunity should be afforded at least a basic level of service and investment should also be focused on people in those areas. This is imperative to ensure that the

education and capacity of these people is developed so that, should they decide to move to a location of more opportunity, they can contribute to the development of the area in the form of a skill or trade. Entrance into the economy will also be improved. Thus, in those areas identified in the SDF that do not offer significant opportunities *per se*, specific attention should be given to FET and ABET related projects.

## 6. SPATIAL INTERVENTION AREAS

The determination of Spatial Interventions Areas is discussed in this section.

The identification of the spatial intervention areas has been informed by the comments relating to the desired spatial pattern as well as the extensive spatial analysis and fieldwork that were undertaken. The following intervention areas have been identified:

Areas of higher agricultural potential (land capability) in relation to areas of poverty

Areas of higher population density in relation to areas of poverty

Relation between areas of higher population density to environmental features and tourism attractions

Relation between areas of higher population density that is not accessible to social facilities and services

Areas of higher population density that is not accessible to the nodes

Areas prioritized for housing development

For each of the listed intervention areas shown above, an action (response) is proposed as shown in the following table:

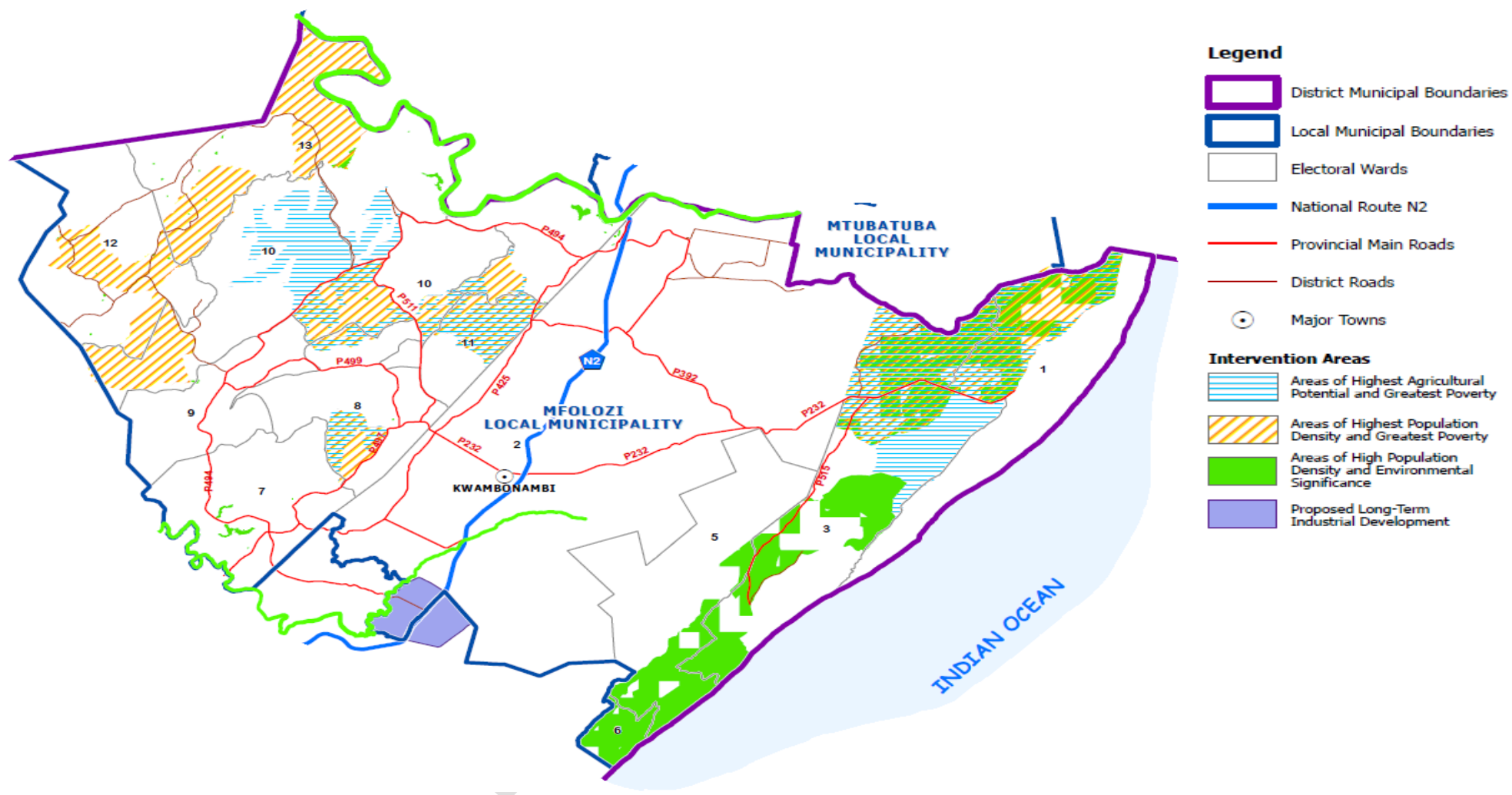
Intervention Area	Proposed Action or Response
Areas of higher agricultural potential (land capability) in relation to areas of poverty	Care should be taken when making development decisions of a non-agricultural nature in those areas.  Support agricultural activities that provide at least food security for impoverished communities.
Areas of higher population density in relation to areas of poverty	Any action to either provide in a basic need or to foster any growth has the potential to have an impact on a larger community.
Relation between areas of higher population density to environmental features and tourism attractions	Tourism development needs support from a capital investment and mentoring perspective. As with agriculture, care should be taken when considering development in close proximity to areas of tourism potential to ensure that the comparative advantage of an area is not hindered.  Any support for the expansion of a tourism or natural feature has the potential to create opportunities for a large beneficiary community.  Care should be taken to ensure that human activity and the possible lack of basic services does not adversely impact on the attraction of the area.



Intervention Area	Proposed Action or Response
Relation between areas of higher population density that are not accessible to social facilities and services	The importance of investing in people is important here. Such areas, where socio-economic needs are high and where there is limited development potential require appropriate responses from relevant service providers and development agencies/organizations.
Areas of higher population density that are not accessible to the nodes	Generally some social and economic services and facilities are available at the nodes. Efforts to provide appropriate, focused and specifically targeted facilities and services at locations away from nodal areas are needed. The provision of Thusong centres are a potential investment area in this regard.

The map overleaf depicts the proposed Spatial Intervention Areas:

Map 22: Mfolozi Municipal Area: - Proposed Intervention Areas



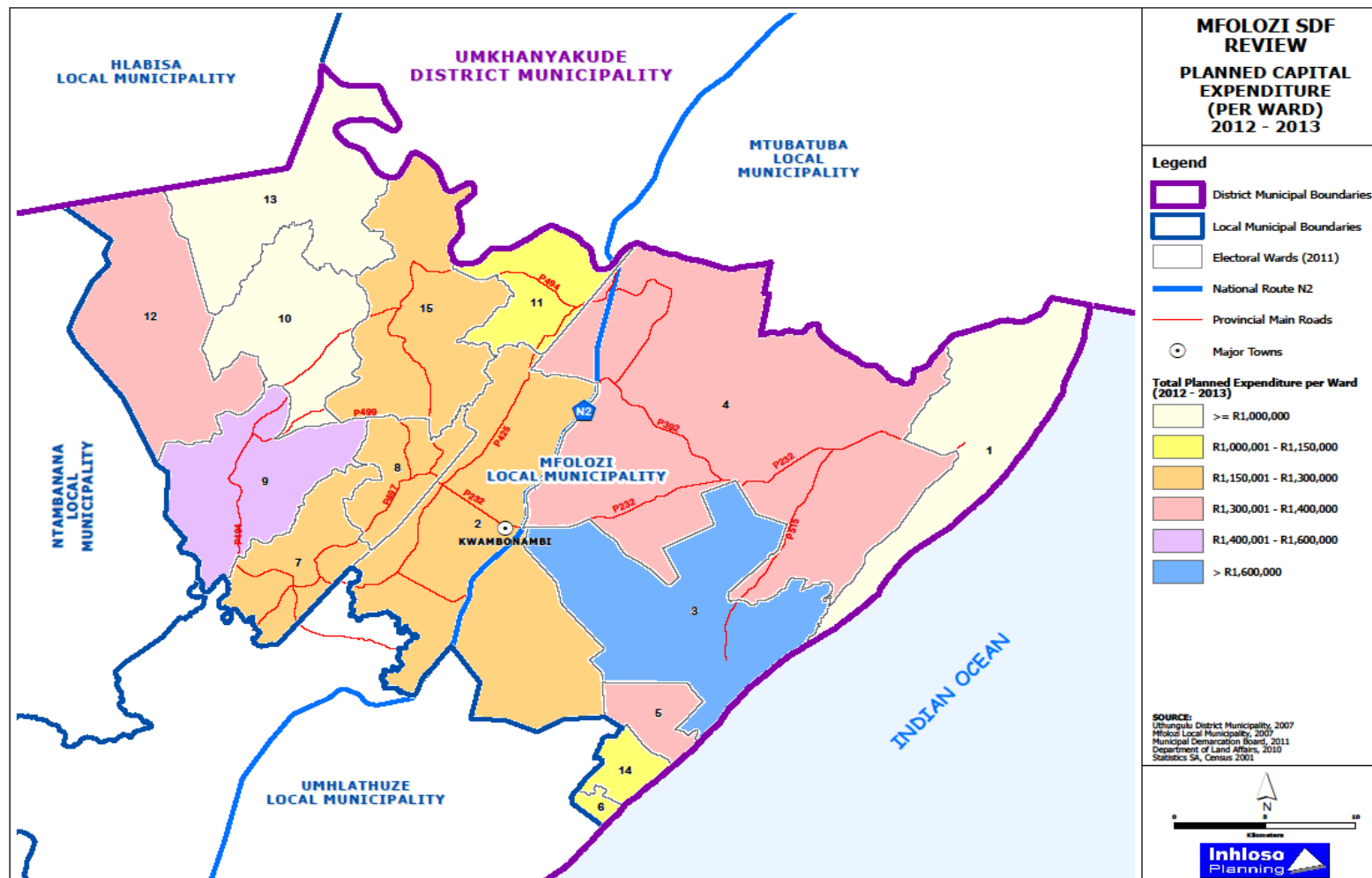
## 7. INVESTMENT FRAMEWORK

The Map below reflects the total planned capital investment per ward, as extracted from the Draft Municipal Budget for 2013/2014. The information in the table was used to provide a spatial representation of the Municipality *(to be included in final IDP Report)*.

Each ward is allocated approximately 1.1 Million from the MIG Grant

The Map overleaf, reflects this planned expenditure spatially:

Map 23: Proposed Capital Expenditure per Ward (2012 to 2016)



## 8. ROLL-OUT OF WALL TO WALL SCHEMES FOR Mfolozi Municipality

In order for a municipality to effectively manage its area with respect to the use and conservation of land, it needs an appropriate method of land management. What the Mfolozi Planning Scheme expansion into the rural areas will aim to achieve, is to consolidate the various fragmented land management systems within the Municipality, into a single, uniform, but flexible system, which can be applied across the Municipality.

The need for wall-to-wall Planning Schemes originates from the Municipal Systems Act (Act 32 of 2000), as well as the National Land Use Bill, requiring of each municipality to prepare a single LUMS for the area within its jurisdiction. The preparation of a Land Use Management System for the municipality must be undertaken in terms of the Provincial Guidelines prepared by the KwaZulu-Natal Planning and Development Commission and must aim to:

Establish a single Land Use Management Scheme for the urban and rural areas of the Municipality;

Consolidate existing planning schemes and Land Use Management Guidelines into the Provincial recommended format, and

Provide a system of appropriate zonings and land use categories, as well as management areas for different land uses in the Municipality to enable effective land use management in the urban, peri-urban and rural areas of the Municipality.

In addition, Planning Schemes should also aim to establish awareness amongst communities to promote the sound use and management of land, which will result in the sustainable use of resources within a municipality, and therefore, it is essential that an appropriate level of participation and consultation be undertaken to make the LUMS a success.

The Scope of Work and the methodology is interlinked below:

Project Inception Meeting. The purpose of the Inception Meeting is to confirm the consultants appointment and the budget, as well as to set up a Project Steering Committee.

Obtaining all available information, such as aerial photography, Mfolozi IDP (2012/2013) and subsequent Reviews, cadastral information of the Municipality, ENPAT information, relevant information from UDM, LUMS Framework, proposed LUMS Schemes for the town of KwaMbonambi, the revised Mfolozi SDF, and all other relevant reports and information, etc.

Identification of issues and requirements relevant to the Mfolozi Planning Scheme. This will serve, inter alia, to inform the Process Plan:

Identification of issues arising from the IDP and the SDF, and other key planning documents for inclusion in the Land Use Scheme;

Identification of key land use management issues from the officials of the Municipality;

Identification of strategic environmental issues identified in the IDP and from the Department of Agriculture and Environmental Affairs and KZN Wildlife's data resources;

Identification of the GIS data requirements so that information collected during the preparation of LUMS is compatible with the overall land use management system of the Municipality.

The preparation and presentation of a Planning Scheme Process Plan for formal adoption by the Municipality. The Process Plan provides details pertaining to key dates, responsibilities, budget, time frames, project methodology and work-plan, etc. It also provides a detailed Communication Plan. The presentation to Council will not only have focus on the

presentation of the Process Plan, but also include a presentation on what a Planning Scheme is and how it will benefit the municipality.

A combined Meeting with all the Amakhosi within the Municipal area to firstly provide a presentation on what LUMS is and how it will benefit the Traditional Leadership and secondly to obtain permission to conduct the necessary Planning Scheme activities, such as land use surveys, on Ingonyama Trust Land.

Conduct a detailed Land Use Survey of the rural areas in the Municipality, i.e. all areas excluding the formal urban area of KwaMbonambi. The land use surveys will focus, inter alia, on all non-settlement and non-agriculture land uses. These surveyed land uses will be plotted on aerial backdrop maps and will form the basis for delineating primary land use zones.

Prepare Scheme and Maps for the rural areas in the Municipality, incorporating these into the proposed Scheme for then urban areas. This forming one combined scheme for the Municipality as a whole.

Land Use Management entails a lot of community participation as land use planning relates directly to peoples land and property.

An appropriate consultation process needs to be formulated. Representatives of the Traditional Leadership, Farmers Associations, District Council, government officials and other key role-players could be drawn in to the Steering Committee at the outset.

It is further proposed that consultation occur via:

Steering Committee Meetings / Workshops;

Council Meetings / Workshops;

Combined Amakhosi Meetings / Workshops;

Combined Amakhosi and Council Meetings / Workshops;

### 8.1. CONSULTATIVE PROCESS

A formal consultation process will also be entered into in terms of the applicable legislation to enable the Municipality to formally adopt the LUMS.

The proposed project phases and milestones are set out in the table below:

**Table 36: Mfolozi Revised Planning Scheme for the Rural Areas: Phases**

Phase	Milestone
Project Inception	Project Inception Meeting
	Obtaining all relevant information
Mfolozi Planning Scheme Process Plan	Identification of issues and requirements relevant to Mfolozi Planning Scheme
	Mfolozi Planning Scheme Process Plan
Scheme For Traditional Leadership And Farm Land Areas	Present Planning Scheme and its benefits to a Combined Amakhosi Meeting and obtain permission to undertake Land Use Surveys in Traditional Leadership Areas
	Land Use Survey of Traditional Leadership and Farm land
	Planning Scheme (including land use zone maps and controls) for the Traditional Leadership and Farm land and incorporation thereof into the urban Planning Scheme in order to form one combined Scheme

The Project Roll-out Plan is set out overleaf:

## 8.2. MZINGAZI LAND DEVELOPMENT FRAMEWORK AND SCHEME

The primary aim is to:

- promote harmonious, integrated and sustainable and efficient land use system
- introduce a flexible yet robust/efficient land use scheme
- give effect to the ideal of developing Mzingazi-Nzalabantu (Wards 5, 6 & 14) as organised areas
- satisfy the requirements of the Municipal Systems Act and the Planning and Development Act

Objective:-

- To analyse current land use situation, and recommend appropriate approach to LUS
- To build capacity of local communities and stakeholders on land use management issues
  - To prepare a set of maps and the associated rules, controls and procedures for LUS
  - To establish GIS database for an effective implementation of LUS
  - To facilitate the preparation and adoption of LUS by the municipality using appropriate and applicable legislation

### BROAD PLANNING APPROACHES AND CONCEPTS

- Central to addressing the backlogs in social and physical infrastructure are appropriate development approaches and principles as these will assist in the optimal utilization of limited resources.
- **ACCESSIBILITY** is perhaps the most crucial consideration in the provision of not only social infrastructure, but services in general. This relates to affordability, physical accessibility and use accessibility.
- With regards to **AFFORDABILITY** the socio-economic condition of beneficiaries should inform the operational plan of infrastructure.
- Good **ROAD NETWORKS AND CENTRALITY** on the other hand is important influences in the provision of services and the location of facilities for wider benefit.
- **NODES** and areas attracting larger human thresholds are further crucial influences for locating social services and infrastructure
- Appropriate systems in the **OPERATION AND MANAGEMENT** of facilities should complement capital investment into physical structures.
- Associated with accessibility and location of social infrastructure is the **HIERARCHY** of development.
- Higher order facilities should be located in places in which they can easily benefit a collection of settlements whereas
- Lower order facilities should allow for location within shorter and easy reach.

- With regards to **FUNCTIONALITY, MULTI USE FACILITIES** (especially at higher level / order) can play a major role in integrating functions and ensuring optimal use.
- Furthermore the use of central areas and nodes can facilitate the **INTEGRATION** of functionally diverse settlements
- **UNIQUENESS** of each settlement area is the basis of planning appropriate interventions for different communities. In this regard some areas will remain sparsely populated in the short to medium term whilst others should be properly laid out to manage ever increasing densities. With the understanding of this uniqueness certain areas may be conducive to agriculture than others.

#### TRAFFIC TRANSPORTATION

- From a functional planning aspect the Provincial Roads are classified by the KwaZulu-Natal Department of Transport according to their mobility requirements, i.e. their use by high speed through traffic as opposed to a local access function, Roads which are considered essentially as through roads with only minor access functions (i.e. with high mobility) are considered as Class 2 - regional distributors or Class 3 - district distributor roads.
- Whereas roads having a local access function are classified as Class 4 - district collector roads and Class 5 - access roads.

#### BUILDING LINE CONTROLS ALONG PROVINCIAL ROADS

- The Department of Transport have the responsibility of controlling ribbon development along Provincial Roads in terms of the powers provided in the Provincial Roads Act No 4 of 2001. A 15m building line is required in terms of the legislation measured from the road reserve boundary.

- Provincial Main Roads have 30m minimum road reserve widths, which are normally measured 15m on each side of the road centreline as shown in the diagram.
- Building Line Restrictions along Provincial Roads
- No direct access is permitted from any and all properties to high mobility roads, being Class 2 - regional distributor and Class 3 - district distributor roads.
- Town planning layouts and zoning should recognise the above restriction, and provide access to properties using remote service roads. The township layouts should ensure that the properties facing the provincial roads should be large enough to permit the application of the 15m building line.
- The remote service roads should be planned to connect with Class 2 and 3 roads
- All township layouts and development plans should be reviewed and approved by the Department of Transport.



#### ENVIRONMENTAL CONCEPTS



- (i) Disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied
- (ii) Pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimised and remedied
- (iii) Disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided or where it cannot be altogether avoided, is minimised and remedied
- (iv) Waste is avoided or where it cannot be altogether avoided, minimised and re-used or recycled where possible and otherwise disposed of in a responsible manner
- (v) Use and exploitation of non-renewable natural resources is responsible, equitable and considers the consequences of the depletion of the resource

(vi) Development, use and exploitation of renewable resources and the ecosystems, of which they are part, do not exceed the level or 'critical limits' beyond which their integrity is jeopardized

#### **ECONOMIC CONCEPTS**

- Integrated Approach
- Agglomeration and clustering of like activities.
- Linkages
- Promoting SMME's and Local Businesses
- Broaden Economic Base

- Location of favourable locational factors and improving the investment climate
- Enabling Environment
- Public Private Partnership

#### **Nodal Plan**

#### **DEVELOPMENT NODES**

- Inevitably the development nodes are largely main centres (albeit at different levels) which are being fed by development corridors in terms of people and physical thresholds.
- Nodes are important points providing concentration of different activities.
- Again nodal points have a potential to expand in size based on different uses.
- Nodal points can be used to concentrate specific activities which could have a multiplier effect to a broader municipal area. Apart from this it can be far cost effective to put certain land uses together for both the supplier and the user in that other associated services could be found within a short radius.

There are four identifiable tiers of nodes

- ☐ Primary node
- ☐ Secondary node
- ☐ Rural Service centre

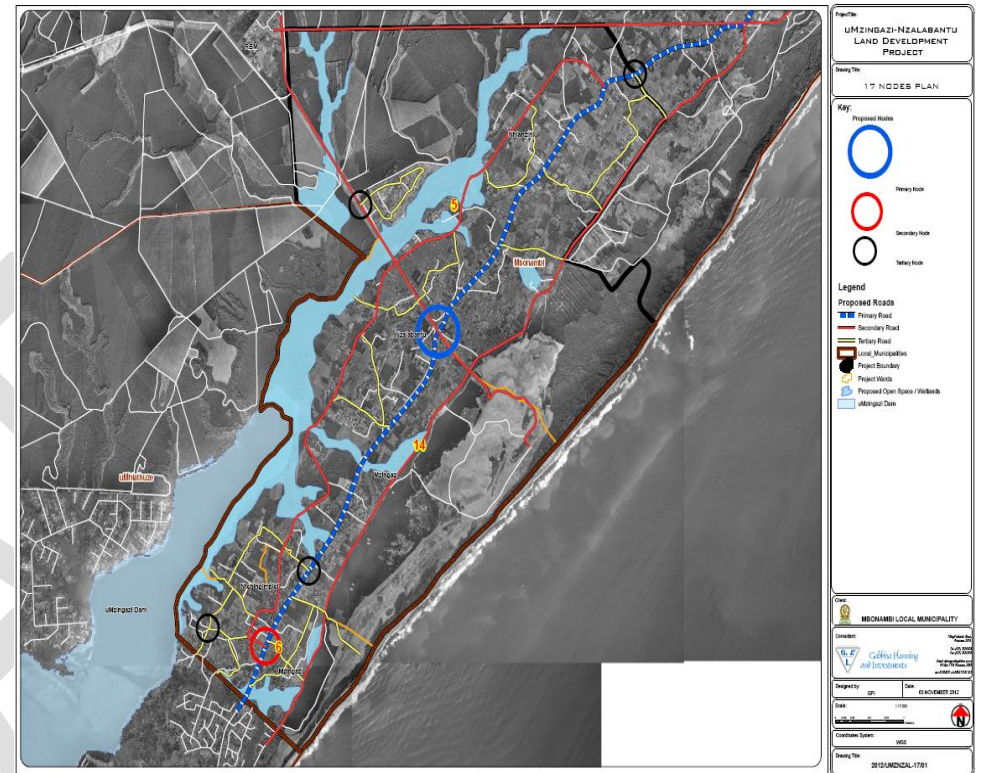
Tertiary

## DEVELOPMENT CORRIDORS

Whilst development corridors are strongly influenced by access and key roads, they can be defined as routes of highest intensity of activities that should be managed in a particular way.

Four levels of development corridors can be defined:

- ☐ Primary Roads
- ☐ Secondary Roads
- ☐ Tertiary Roads
- ☐ Local Roads



## Concept Plan for Mzingazi Nzalabantu



## **F. SECTOR INVOLVEMENT**

### **1. RELATIONSHIP BETWEEN NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT**

While national government's role should be to provide overall guidance, direction, policy support and funding, it also needs to ensure that the projects which it supports are viable and sustainable. Provincial government has a key role to ensure that weak municipalities are supported and encouraged to assist poor communities and to embark on viable projects. In this regard, a dedicated provincial facilitation unit is essential. Local government on the other hand must ensure that their staffs are adequately trained, that partnerships are striven for at all costs with local stakeholders, that funds are accessed and investment sought and that the process avoids petty political or personal squabbles.

### **2. OVERVIEW OF PROVINCIAL DEPARTMENTS**

#### **2.1 KZN DEPARTMENT OF AGRICULTURE, ENVIRONMENT AND RURAL DEVELOPMENT**

##### **2.1.1 VISION**

Optimum agricultural land use, sustainable food security, sound environmental management and comprehensive, integrated rural development.

##### **2.1.2 MISSION**

The Department, together with its partners and communities, champion quality agricultural, environmental and conservation services and drives integrated comprehensive rural development for all the people of KwaZulu-Natal.

##### **2.1.3 SERVICES RENDERED BY THE DEPARTMENT**

Agricultural extension services

Agricultural engineering services

Agricultural technology development

Veterinary services

Environmental management services

Agricultural training

Agricultural economics and marketing

Farmer Support Programme

##### **2.1.4 STRATEGIC OUTCOMES OF THE DEPARTMENT**

Globally competitive agricultural production

Accessible, quality and available food

Farmer succession (emergent to commercial)

Sustainable job creation (BEE)

New markets developed (agricultural and value added)

New and diverse products developed

Safe, healthy and sustainable environments

Sustainable natural resource utilisation and community participation

Improved national and international trade access and competitiveness

A transformed Department, geared for service excellence and compliance with its legislative mandate

## 2.2 KZN DEPARTMENT OF COMMUNITY SAFETY AND LIAISON

### 2.2.1 VISION

**‘The people of KwaZulu-Natal live in a safe and secure environment.’**

### 2.2.2 MISSION

**‘Be the lead agency in driving the integration of community safety initiatives, towards a crime-free KwaZulu-Natal.’**

### 2.2.3 STRATEGIC GOALS AND OBJECTIVES

Strategic Goal 1: Promote democratic accountability and transparency in the police service and direct the South African Police Service towards effectively addressing provincial needs and priorities.

#### Strategic Objectives:-

Evaluate police service delivery and compliance with national policy standards and make recommendations for redress where required.

Address service delivery complaints against the police to support the raising of service standards.

Assess the effectiveness of visible policing in the province.

Strategic Goal 2: To promote good relations and establish partnerships between the police and the communities.

#### Strategic Objectives:-

Oversee the establishment and functioning of community policing forums at all police stations in the province.

Enhance the capacity of the community police structures to improve co-operation between the police and the community.

Promote community dialogue and participation in support of crime Prevention initiatives and activities.

Strategic Goal 3: To facilitate the development and co-ordination of social crime prevention initiatives.

#### Strategic Objectives:-

Develop and execute social crime prevention programmes at provincial and local level.

Research and develop social crime prevention responses to community safety priorities.

Consolidate the Community Safety Network Structure.

Strategic Goal 4: To promote and support Victim Empowerment.



### Strategic Objectives:-

Promote the establishment of a Victim Support Network.

Promote special support programmes for victims.

Raise the awareness of protective rights among vulnerable groups.

## **2.3 KZN DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

### **2.3.1 VISION**

People centered sustainable co-operative governance, which focuses on effective service delivery responsive to the needs of the community.

### **2.3.2 MISSION**

To strengthen cooperation amongst all spheres of government, support and build capacity of local governance institutions, facilitate and coordinate stakeholder engagement, in pursuance of people-centered, accelerated service delivery.

### **2.3.3 PROGRAMME OVERVIEW**

The services rendered by the department are categorised under 6 programmes.

#### **Programme 1: Administration**

This programme is dedicated to all supporting services within the department, as well as the Office of the Ministry and all special projects. The

programme consists of two sub-programmes, namely Office of the MEC and Corporate Services.

#### **Programme 2: Local Governance**

This Branch forms part of the Chief of Operations. This Branch manages service delivery in support of effective local government. The core functions of this branch are as follows:-

Promote good governance in municipalities

Manage and co-ordinate municipal finances.

Facilitate and co-ordinate municipal planning.

Manage and co-ordinate municipal infrastructure development.

Provide operational support to the Senior General Manager.

#### **Programme 3: Development and Planning**

This Chief Directorate forms part of the Branch: Local Governance. This Chief Directorate facilitates and co-ordinates municipal planning. The core functions of this Chief Directorate are as follows:-

Support Municipal IDP processes.

Ensure Municipal Performance Management.

Support the development of spatial development frameworks

Provide administrative support services to the Business Unit.

#### **Programme 4: Traditional Institutional Management**

The purpose of this programme is to support and enhance the capacity of traditional authorities/councils. The programme consists of three sub-programmes, namely Traditional Institutional Administration, Traditional Resource Administration and Traditional Land Administration.

#### **Programme 5: Urban and Rural Development**

This Chief Directorate forms part of the Branch: Business Support Services. This Chief Directorate promotes urban and rural development by addressing challenges of poverty, job creation and under development. The core functions of this Chief Directorate are as follows:-

To develop rural strategic interventions for rural development.

To develop strategic interventions to address poverty and under-development in urban areas.

To improve access of government service to communities.

To facilitate synergistic partnerships between municipalities and institution of traditional leadership.

Provide administrative support services to the Business Unit

#### **Programme 6: Systems and Institutional Development**

Systems and Institutional Development was a newly created programme with effect from 2007/08. The amounts in 2006/07 and prior years represent expenditure which was restated for comparative purposes in respect of the GIS function, previously under Programme 3: Development and Planning.

The main purpose of this programme is to develop and implement a comprehensive capacity building strategy for the department, in addition to establishing business units to handle monitoring and evaluation and external

communications in order to promote municipal and traditional institutional transformation.

This programme consists of the following five sub-programmes: Capacity Building, Monitoring and Evaluation, Institutional Transformation and External Communications and Development Information Services.

### **2.4 KZN DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM**

#### **2.4.1 VISION**

For KwaZulu-Natal to become a competitive economy that improves the lives of its people.

#### **2.4.2 MISSION**

To develop and implement strategies that encourages participatory sustainable economic development

#### **2.4.3 STRATEGIC GOALS**

For the Department to effectively implement its programmes and projects, it identified the following goals that are further pinned down into practical objectives. These are not isolated from the province's socio-economic development priorities that are reflected in the Provincial Growth & Development Strategy as well as Provincial Industrial Development Strategy:

##### **Strategic Goal 1:**

To reduce poverty by 50% by 2014

#### Strategic objectives

To provide a suitable environment for the creation of sustainable jobs,

To facilitate and promote skills development,

To facilitate access to asset base for the poor,

To promote social enterprises.

#### Strategic Goal 2:

To grow the economy by 8% by 2014

#### Strategic objectives

To facilitate and promote integrated economic development planning,

To facilitate and support the improvement of global competitiveness of industries,

To promote the development of SMMEs and Co-operatives,

To facilitate trade and the inflow of foreign direct investment.

#### Strategic Goal 3:

To promote good corporate governance

#### Strategic objectives

To strengthen compliance with relevant pieces of legislation and government policies,

To facilitate strategic stakeholder partnership in the development of the provincial economy.

#### Strategic Goal 4:

To be a centre of excellence

#### Strategic objectives

To implement a strategy of operational excellence,

To promote a culture of good corporate governance.

### 2.5 KZN DEPARTMENT OF ARTS & CULTURE

#### 2.5.1 VISION

Prosperity and social cohesion through Arts and Culture

#### 2.5.2 MISSION

To provide world class services in arts and culture for the people of KwaZulu-Natal by:

Developing and promoting arts and culture in the Province and mainstreaming its role in social development

Developing and promoting the previously marginalized languages and enhancing the linguistic diversity of the province

Collecting, managing and preserving archival, museum and other forms of information resources



Integrating and providing seamless art and culture services to the communities of the Province

### 2.5.3 STRATEGIC OBJECTIVES:

Efficient and transparent delivery of Arts, Culture and Tourism Services through:

Goal 1: The promotion of participation in and development of arts and culture.

#### Strategic Objectives:

Create awareness of different art forms on the province  
Provide a platform for the development of artistic skills for self-sustainability

Provision of training and facilities for moral development through cultural participation initiatives which include youth, women and physically challenged

Provision of access to cultural infrastructure

Facilitate access to all artistic and cultural programmes for the physically challenged

Using arts and culture to address the social and health threats brought about by HIV/AIDS and other social ills, incorporating programmes for HDI's

Goal 2: The promotion of tourism and provision of support to public entities.

#### Strategic Objectives:

Provide support to the public entities, ensure compliance and play oversight role.

Ensure development and implementation of Provincial Tourism policy.

Ensure integrated multi-sectoral participation on the tourism industry.

Ensure availability of diverse tourism opportunities to promote the province as a tourism destination, locally, nationally, continentally and internationally.

Goal 3: The promotion of multi-lingualism and development of history marginalized languages

Develop, implement and maintain a language policy in the province

Coordinate terminology development

Provide translation, editing and interpretation services

Facilitate literacy development

Provide administrative support to strategic language bodies

Goal 4: The provision of public library and information services, resources and support to municipalities and the promotion of library development and usage.

#### Strategic Objectives:

Improve public library access in all communities by building, upgrading, equipment and automating public libraries.

Develop and sustain a reading culture by acquiring and processing appropriate library material in all forms.

Ensure the equitable provision of access to information by all communities.

Improve service delivery through promotion, training and professional support.

Goal 5: The promotion, management and preservation of public records;

Strategic Objectives:

To provide archival service and promote the use of, and enable access to archives.

To ensure proper management and care of records on government bodies.

Development upgrading and maintenance of facilities and other infrastructure to increase access.

To improve and promote the provision and access to information

To acquire and preserve public records.

## 2.6 KZN DEPARTMENT OF EDUCATION

### 2.6.1 VISION

A well-educated, skilled and highly developed citizenry.

### 2.6.2 MISSION STATEMENT

To provide equitable access to quality education for the people of KwaZulu-Natal.

### 2.6.3 STRATEGIC GOALS

Provide high quality, relevant education to all learners, regardless of age, which will equip them with knowledge, skills, values and attitudes to meet the challenges of the 21st century;

Transform the department into a 21st century learning organisation, with the focus on results, high performance, effective communication and quality service delivery;

Transform schools and colleges into self-reliant and effective learning institutions that are also community centres for lifelong learning;

Develop the department's human resource capacity to meet the highest standards of professionalism in line with the requirements of the Employment Equity Act and other transformation targets;

Provide and utilise resources to achieve redress and equity, and to eliminate conditions of physical degradation in institutions;

Eliminate fraud, corruption and mal-administration; and

Deal urgently and purposefully with the impact of the HIV and AIDS pandemic, as part of an integrated provincial response.

While the higher-level strategic goals remain constant, a key question has arisen as to the department's role in mitigating conditions of under-development. The strategy of the department therefore becomes the provision of access to quality education and skills for all and, in particular, the poor. All programmes are continually assessed in terms of how effectively they contribute to addressing issues of physical, epistemological and socio-cultural access of the population of this province.

## 2.7 KZN DEPARTMENT OF HEALTH

### 2.7.1 VISION

Optimal health status for all persons in KwaZulu-Natal

#### 2.7.2 MISSION

To develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels, based on the primary health care approach through the district health system.

#### 2.7.3 STRATEGIC GOALS AND OBJECTIVES

Enhancing the productive capacity of the economy and investing in economic and social infrastructure to accelerate growth through strengthened and increased collaboration with external stakeholders and service providers involved in the health sector, and through the acceleration of infrastructure development and acquisition of medical equipment;

Enhancing job creation by supporting labour intensive industries and expanding employment creating government programmes by ensuring that Supply Chain Management effectively supports the service delivery needs of all health institutions through developmentally oriented processes, as well as through ensuring that appropriate financial, procurement and human resource delegations are in place;

Investing in human development and maintaining a progressive social security net by sustaining and expanding the health work force through the implementation of innovative human resource management strategies and implementing performance management and coaching programmes, as well as by ensuring the effective implementation of programmes to reduce non-communicable diseases and diseases of lifestyle;

Improving the quality of education, health and other social services and intensifying targeted antipoverty initiatives and identifying new ones where necessary. This entails mainstreaming of primary health care services, ensuring integrated planning for the provision of health services, continuing

to implement the Tuberculosis Crisis Management Plan, continuing to accelerate and sustain the implementation of the National Strategic Plan for Comprehensive HIV and AIDS, as well as decreasing preventable causes of maternal child and women's health morbidity and mortality, and by accelerating and sustaining the provision of nutritional support through the integrated Nutrition Programme; and

Improving the capacity and effectiveness of the state to deliver services and enhancing safety and security by improving clinical governance, including quality of care and infection prevention and control, ensuring that key support services are effectively provided, ensuring that Geographical Information Systems (GIS) for health planning and service delivery are in place, improving the quality and use of health data, implementing an appropriate monitoring and evaluation system and ensuring equitable and appropriate distribution of Tele-health and information technology (IT) resources.

### 2.8 KZN DEPARTMENT OF HUMAN SETTLEMENTS

#### 2.8.1 VISION

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

#### 2.8.2 MISSION

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

#### 2.8.3 STRATEGIC OBJECTIVES

Eradicate slums in KwaZulu-Natal by 2014;

Strengthen governance and service delivery;

Ensure job creation through housing delivery;

Accelerate housing delivery in rural areas;

Accelerate the Hostels Redevelopment and Upgrade Programme;

Complete all blocked projects by 2007;

Create rental/social housing opportunities;

Build the capacity of housing stakeholders (especially municipalities);

Promote home-ownership;

Provide housing for vulnerable groups including those affected by HIV and AIDS;

Ensure the provision of incremental housing; and

Implement a Financial Services Market Programme.

#### 2.8.4 CORE FUNCTIONS

To promote the provision of housing development;

To promote the provision of affordable housing and essential services;

To manage, control and maintain the immovable assets of the department;

To administer and manage housing subsidies to targeted groups;

To research, establish, monitor and implement policies within the National Housing Policy framework;

To formulate a provincial housing development plan for the province;

To facilitate and create housing institutions;

To provide legal advice on land and environmental issues;

To rehabilitate existing houses for victims affected by political unrest and correct the previous dysfunctionalities of the Housing Resettlement Programme;

To administer and co-ordinate the Hostels Redevelopment and Upgrade Programme; and

To administer the clearance of slums in the Province of KwaZulu-Natal.

### 2.9 KZN DEPARTMENT OF SPORT AND RECREATION

#### 2.9.1 VISION

United and healthy communities through sport and recreation.

#### 2.9.2 MISSION

We will maximize opportunities through the promotion, development and transformation of sport and recreation to create cohesive and sustainable communities and enhance the quality of life of the citizens of KwaZulu-Natal.

#### 2.9.3 STRATEGIC OBJECTIVES

Render an efficient and effective administration support service to the MEC;

Provide Parliamentary support to the MEC;

Promote accountability at all managerial levels and ensure the proper delegation of responsibilities to the relevant levels in the Department;

Ensure sound financial accounting processes;

Ensure compliance with the PFMA through the implementation of relevant financial management procedures;

Promote financial control through internal inspectorate and control;

Render human resource management and development;

Ensure human resource planning, development, training and policy formulation;

Manage labour relations and discipline;

Provide auxiliary support services;

Render communication and marketing services;

Render administrative support to districts and clusters;

Promote participation and development in junior sport;

Promote participation and development in sport in communities;

Promote participation and development in recreation;

Co-ordinate the provision and development of sport and recreational facilities;

Provide a research and information service.

## 2.10 KZN DEPARTMENT OF TRANSPORT

### 2.10.1 VISION

"Prosperity Through Mobility"

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

Projects for year 2013/14

Project name	Budget	
Road P515		
Road P232 to Sokhulu		
P494	R180 million	Tar road from folozi to Richards bay
P497	R60 million	Tar road from moflozi to empangeni
Proposed 4 gravel roads		

Other projects include the flagship projects for the following wards

Ward 1,3,4,10,11,12,13 and ward 15

### 2.10.2 MISSION STATEMENT

"We will provide the public with a safe, integrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province."

**AND**

We will promote transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting."

#### 2.10.3 STRATEGIC OBJECTIVES

Improving and ensuring road and public transport safety;

Developing the people, the economy and the infrastructure of KwaZulu-Natal;

Institutionalising public participation and strengthening democratic governance;

Facilitating rural development, reducing poverty and inequality and ensuring an infrastructure balance;

Facilitating the growth and development of the road construction industry in KwaZulu-Natal, so as to be fully representative of the demographic profile of the province; and

Ensuring financial accountability, value based resource management and development of integrated management systems.

#### 2.10.4 CORE FUNCTIONS

Turning the vision of the department into reality can only be achieved by focusing the attention and energy of all employees and relevant stakeholders on the performance of core functions that are to produce results. The core functions are:

##### **Road Infrastructure**

To construct and maintain a balanced road network that complies with the Provincial Growth and Development Strategy.

##### **Public and Freight Transport**

The planning and provision of urban and rural public transport facilities, conducting transport studies, the control of road transportation, provision of transport planning frameworks, and the management of public transport services and the public road network.

##### **Road Traffic**

The registration and licensing of vehicles and drivers, the regulation of traffic on public roads, the maintenance and provision of visible road traffic signs and the implementation of road safety campaigns and awareness programmes.

##### **Support Functions**

To effectively perform these core functions and to effectively deliver and provide services to the public, the Department needs technical and / or professional support in the following areas:

Human Resources Management and Development;

Financial Management;

Communication;

Monitoring and Evaluation;

Procurement; and

Legal Services.

## 2.11 ESKOM ELECTRIFICATION LIST 2014/15

WARD NO	NO OF PEOPLE IN NEED OF INFILLS	SCHEME
1	50	Hlanzeni Walala
2	40	Safari scheme
3	101	Hlanzeni Walala
4	120	Hlanzeni Walala
5	214	Hlanzeni/Reserve 4
6	1001	Reserve 4
7	34	Lamula
8	252	Embabe
9	373	Dondotha

10	212	Nhlangeni
11	114	Safari scheme
12	131	Fuyeni
13	170	Cilwane
14	1021	Reserve 4
15	88	Safari/ Nhlangeni/ new home

## 2.12 KZN DEPARTMENT OF PUBLIC WORKS

### 2.12.1 VISION

"A thriving economy through infrastructure development and property management"

### 2.12.2 MISSION

"We will lead in infrastructure development and property management in KwaZulu-Natal"

### 2.12.3 STRATEGIC OBJECTIVES

Strategic objectives are areas of organisational performance that are critical to the achievement of its mission. They are areas that describe the strategic direction of the organisation. They directly influence the outcomes of the organisation.

In its determination of its relevant strategic objectives, the Department has taken into account the Provincial 2020 Vision and the Department's Mandates. The Department has discussed the Provincial Priority Areas and will emphasise specific functions where these can positively impact upon these priorities. For ease of reference, the priority areas are listed as -

Eradication of poverty and inequality;

Managing the impact of HIV/AIDS and reducing its spread;

Re-engineering and enhancing integrated service delivery in government;

Investing in infrastructure;

Strengthening of governance; and

Human capability development.

The strategic objectives listed hereunder were identified and adopted by the Department. The attainment of these objectives must be ensured by management (led by the Head of the Department) in developing the operational-plans of the organisation.

#### 2.12.4 PROGRAMMES

##### Programme 1: Administration:

Management

Objective 1: To improve service delivery,

Objective 2: To continuously improve the procurement process,

Objective 3: To ensure effective communication,

Objective 4: To ensure accountability,

Objective 5: To improve financial management,

Objective 6: To develop and manage a human resource strategy

Ministry

Objective 1: To provide overall policy direction (both strategic and political)

Objective 2: To monitor and reduce security threats and risks within the department,

Objective 3: To achieve high level of beneficiary satisfaction and employment opportunities,

Objective 4: To drive the Department's participation in the alleviation of poverty in KwaZulu-Natal,

Objective 5: To improve the public image and the manner in which the Department is perceived,

Objective 6: To provide response and quick services on cabinet and parliamentary matters.

##### Programme 2: Real Estate:

Objective 1: To develop an asset management strategy,

Objective 2: To develop, review and implement standard operating procedures,



- Objective 3: To institute a Provincial preventative maintenance plan,
- Objective 4: To develop, review and implement policies of the department,
- Objective 5: To manage the roster for the appointment of Consultants,
- Objective 6: To develop norms and standards for external contractors.

#### Programme 3: Provision, Structures And Equipment:

- Objective 1: To provide buildings, structures and equipment to client departments timeously and according to their specifications,
- Objective 2: To improve service delivery methodology,
- Objective 3: To create an enabling environment for Affirmable Business Enterprises to do business with the Department,
- Objective 4: To initiate and coordinate strategic partnerships,
- Objective 5: To align and coordinate operational activities of the Regions in line with the Departmental strategic objectives.

### **3. ROLE OF THE DISTRICT MUNICIPALITY**

In terms of the Constitution, the White Paper and the legislation flowing from it, the district is required to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, to promote the social and economic development of the district as a whole and to participate in national and provincial development programmes. The role of the district municipality also lies in facilitating integrated development planning, including land-use planning, economic planning and development, and transport planning. The role of district

municipality as infrastructural development agents is administered through levies and should also provide bulk-services where required. The district municipality has the responsibility of stepping-in where local municipalities fail whereby it must provide and maintain appropriate levels of municipal services where the local municipalities fail.

### **4. ROLE OF THE LOCAL MUNICIPALITY**

The developmental role of the Mfolozi local municipality requires it to work together with local communities to find sustainable ways to meet the community's needs and improve their quality of life. The municipality must provide a vision and leadership for all those who have a role to play in achieving local prosperity. It must also exercise its powers and functions in a way that has a maximum impact on the social development of communities and on the growth of the local economy, in a sustainable manner.

### **5. ROLE OF COUNCILLORS, THE INGONYAMA TRUST BOARD AND TRADITIONAL AUTHORITIES**

#### **5.1 COUNCILLORS**

Take responsibility for providing access to basic services including administration, planning and evaluation, local roads, refuse and sewerage removal, water and sanitation, electricity, storm water drainage, primary health services, protection and emergency services, security, transport, cemeteries, libraries and museums, and recreation facilities;

Take responsibility for development through interaction with all stakeholders in setting priorities for access to affordable services; infrastructure development; and local economic development;

Identify local needs and motivate for funding to meet those needs, from the District Councils and other sources.

## 5.2 THE INGONYAMA TRUST BOARD

The Ingonyama Trust Board, “the Board” is a schedule 3A Public Entity reporting to the National Minister for Rural Development and Land Reform “the Minister” as Executive Authority. The Board is the Accounting Authority and derives its mandate from the KwaZulu-Natal Ingonyama Trust Act (Act 3 of 1994) as amended by National Act 9 of 1997 read in conjunction with the Public Finance Management Act (Act 1 of 1999). In addition the Board is also guided by the King Report on Corporate Governance.

In line with its statutory mandate the Board is responsible for:

the formulation and implementation of policy;

the provision of effective land administration and real estate management systems;

the creation of a climate to encourage development; and

the extension of security of tenure in accordance with both customary and statutory law always subject to the Constitution Act (Act 108 of 1996).

In terms of Act 3 of 1994 (as amended) the Minister appoints members of the Board subject to consultation with His Majesty, the Premier and the Chairperson of the KwaZulu House of Traditional Leaders. Act 3 of 1994 as amended provides for His Majesty to be the sole Trustee and Chairperson of the Board and for the appointment of eight other Board members.

The duties and objectives of the Board are:

to provide strategic leadership;

to monitor operational performance of management;

to protect the Trust’s financial position;

to ensure that the Trust adheres to high standards of ethics and corporate behaviour;

to review and adopt appropriate risk management and regulatory compliance policies; and

to set policy, standards and objectives and ensure implementation.

## 5.3 NGO’s SAWID

### **The Evolution of SAWID**

In July 2003 around 1000 South African women from all walks of life convened in Pretoria to reflect on their past; to acknowledge and celebrate their achievements since 1994; to identify their current challenges under the new dispensation; to plan together for the next decade; and, in this regard, to draft a practical and implementable Program of Action which they would take to their respective communities.

The theme of the meeting was which subsequently came to define the forum. The SAWID forum was prompted by a desire to craft a new vision for women after ten years of democratic experience. It was also inspired by the African Heads of State’s common vision of a United and strong Africa built upon a partnership between African governments, all segments of civil society, in particular women, youth and the private sector as expressed in their preamble to the Constitutive Act of the African Union which had recently

been launched in Durban. They proposed a partnership that would strengthen solidarity and social cohesion; that would promote and consolidate peace, security and stability in our communities and in our continent; thus to create space for socio-economic development and the eradication of poverty.

The SAWID 2003 Dialogue, therefore, began as a civil society initiative which **ultimate** objective is to exercise our right as women to participate fully in the **development** activities of our country and our continent in partnership with government and the private sector as the AU suggested. Women sought to exercise this right by defining for themselves the roles that they would play in contributing to and supporting the Vision, Principles and Objectives of their country and of the African Union (NEPAD and APRM) by locating their activities at the community level. Women resolved that the Dialogue should lead to an effective action against poverty. In this regard SAWID 2003 collectively drafted a Plan of Action:

-Based on the daily lived experiences of women in the communities.

They sought to unleash the under-utilized resource that women represent; a resource which is under-valued by the structural frameworks that governments often adopt for development. Driven by harnessing women's indigenous skills, their inherent leadership qualities and our time-tested traditional formations. They sought to bring all these into a New Partnership with other women and civil society formations, with our government, the para-statal, learning institutions and the private sector.

All this would be done for the purpose of improving the livelihoods of their households and those of communities; to wipe out the scourge of poverty from our country and from this continent. At the end of the Dialogue, five days later, the participants recognized and appreciated the gains already

made by the democratic government in providing women with institutional, political and socio-economic liberation. However, they noted with concern that despite all these gains, South African women in particular remain disadvantaged and do not benefit fully from the emerging democratic spaces. Of twelve key challenges, frustrating women's full participation in the new democratic order,

#### **Prioritized:**

- Food security occasioned by poor access to agricultural land
- Poor access to clean water and sanitation
- Poverty in rural areas and informal settlements within urban areas, and
- Absence of a dedicated fund to promote women's advancement.

## G. IMPLEMENTATION PLAN

Table 37: Implementation Plan

FINANCE FUNCTION – IMPLEMENTATION OF STRATEGIC GOALS										
NO	FUNCTION	STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVE / OUTPUT STRATEGY	PERFORMANCE INDICATOR /UNIT OF MEASUREMENT	2014	2015	2016	2017	2018	
1	Finance	Financial Viability	Clean Audit Report	Audited Annual Financial Statements	Jun	Jun	Jun	Jun	Jun	
		Revenue Enhancement	Correctness of Billing  Collections and its monitoring	100% correct billing  Monthly monitoring of revenue and measurement to ensure growth in revenue  Increase revenue by 25% over 3 years	1 Feb – 30 Jun	1 Jul – 30 Jun	1 Jul – 30 Jun	1 Jul – 30 Jun	1 Jul – 30 Jun	
		Property Valuations	To ensure the formulation of the property rates policy and by-laws	Updating of the general evaluation roll through the supplementary evaluation roll	May	May	May	May	May	
		Asset Management	To manage and control all assets in the	Maintained asset register  Audit of assets	Apr  Jun	Apr  Jun	Apr  Jun	Apr  Jun	Apr  Jun	

			municipality		Oct Dec	Oct Dec	Oct Dec	Oct Dec	Oct Dec
	Finance	Risk Management	Facilitate proper risk management in the municipality	Insurance claims Risk Assessment and Risk Policy	Monthly	Monthly	Monthly	Monthly	Monthly
		Budget	To compile the annual budget according to the MFMA and relevant legislation	Adopted budget before end of May each year  Percentage of capital budget actually spent on capital project  Monthly balancing of general ledger  100% capital budget spent	May Monthly	May Monthly	May Monthly	May Monthly	May Monthly
		Credit Control	Maintain effective credit control in Municipality	Handing over of Debtors  Payments of creditors within 30 days  Sound, Authorised Expenditure	Monthly	Monthly	Monthly	Monthly	Monthly
<b>NO</b>	FUNCTION	STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVE / OUTPUT STRATEGY	PERFORMANCE INDICATOR /UNIT OF MEASUREMENT	2014	2015	2016	2017	2018

	Finance	Financial Reporting	To improve the financial system to accommodate the reporting requirements of the government	<ul style="list-style-type: none"> <li>Number of Treasury Reports</li> <li>Number of Quarterly</li> <li>Performance Evaluation Report</li> <li>Annual Report of Departments</li> <li>Unresolved Audit Queries</li> <li>Section 71 Budgeting Monitoring</li> </ul>	Monthly	Monthly	Monthly	Monthly	Monthly
		Supply Chain Management	<p>Eliminate irregular, wasteful and unauthorised expenditure</p> <p>Promote functional SCM Bid Committees</p>	<p>Maintain and monitor register of irregular, wasteful and unauthorised expenditure</p> <p>Schedule of Committee Meetings</p> <p>Agenda and Minutes of Meetings</p> <p>Records for tenders and tender awards</p>	Monthly	Monthly	Monthly	Monthly	Monthly
		Improved Budget Implementation in the Municipality	<p>Approved and Implemented Audit Plan</p> <p>Audit Committee Meetings held</p> <p>Oversight</p>	<ul style="list-style-type: none"> <li>Number of Finance Portfolio Committees</li> <li>To deliver 100% on the approved SDBIP</li> </ul>	Each Month	Each Month	Each Month	Each Month	Each Month

			meetings held						
			Optimize expenditure of capital budget						
			Optimize expenditure of operational Budget						
			Optimize actual service charges & property rates revenue						

CORPORATE SERVICES UNIT - IMPLEMENTATION OF STRATEGIC GOALS								
FUNCTION	STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVE / OUTPUT STRATEGY	PERFORMANCE INDICATOR /UNIT OF MEASUREMENT	2014	2015	2016	2017	2018

<b>Human Resources</b>	Filling of identified critical posts	An organogram approved and adopted  Facilitation of Employment Equity Plan  100% Declaration of Interests	A credible and workable organogram approved & adopted  Facilitation of Employment Equity Plan  100% Declaration of Interests	<b>Ongoing</b>  <b>May</b>  <b>Ongoing</b>	<b>Ongoing</b>  <b>May</b>  <b>Ongoing</b>	<b>Ongoing</b>  <b>May</b>  <b>Ongoing</b>	<b>Ongoing</b>  <b>May</b>  <b>Ongoing</b>	<b>Ongoing</b>  <b>May</b>  <b>Ongoing</b>
		Training of Personnel and Councillors	Adoption and implementation of Skills Development Plan  Improved & submitted Work Place Skills Plan (WSP) to LG SETA	Skills Development Plan adopted and implemented  100% adoption of WSP by Council	<b>Apr</b>  <b>Annually</b>	<b>Apr</b>  <b>Annually</b>	<b>Apr</b>  <b>Annually</b>	<b>Apr</b>  <b>Annually</b>
		Formulation and Review of Policies	HR Policies to be reviewed & adopted by Council.  Fighting Fraud and	Number of workshops & training initiatives  Number of HR Policies approved and adopted	<b>May</b>	<b>May</b>	<b>May</b>	<b>May</b>



7.2. CORPORATE SERVICES UNIT – IMPLEMENTATION OF STRATEGIC GOALS								
FUNCTION	STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVE / OUTPUT STRATEGY	PERFORMANCE INDICATOR /UNIT OF MEASUREMENT	2014	2015	2016	2017	2018
Human Resources	Filling of identified critical posts	An organogram approved and adopted	A credible and workable organogram approved & adopted	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
		Facilitation of Employment Equity Plan  100% Declaration of Interests	Facilitation of Employment Equity Plan  100% Declaration of Interests	May  Ongoing	May  Ongoing	May  Ongoing	May  Ongoing	May  Ongoing
		Training of Personnel and Councillors	Adoption and implementation of Skills Development Plan  Improved & submitted Work Place Skills Plan (WSP) to LG SETA	Skills Development Plan adopted and implemented  100% adoption of WSP by Council	Apr  Annually	Apr  Annually	Apr  Annually	Apr  Annually

7.2. CORPORATE SERVICES UNIT – IMPLEMENTATION OF STRATEGIC GOALS								
		Formulation and Review of Policies	HR Policies to be reviewed & adopted by Council.  Fighting Fraud and	Number of workshops & training initiatives  Number of HR Policies approved and adopted	May	May	May	May
		Corruption  Facilitation and implementation of Batho Pele  Ensuring Customer Satisfaction	Fraud Prevention Policy Anti- Corruption Plan  Staff Retention  Number of staff training on Batho Pele  Number of posters displayed in offices  Improved Customer Surveys					

7.2. CORPORATE SERVICES UNIT – IMPLEMENTATION OF STRATEGIC GOALS									
2	Administration	Provide effective & efficient Secretariat & Admin services	Timeous production and delivery of agendas and minutes of meetings.  Formulation and distribution of Council Resolution  Ensuring attendance of meetings by Councillors	Number of ExCo Meetings  Number of, Portfolio Committees meetings  Number of Council Meetings  Resolution Register  Leave of Absence Register	Annually Quarterly      Monthly      Monthly	Annually Quarterly      Monthly      Monthly	Annually Quarterly      Monthly      Monthly		Annually Quarterly      Monthly
3	Information Technology	Develop & adopt IT Governance Framework	Developed & adopted IT Security Systems	Adopted IT Policy by Council  Number of serviced computers (Hardware and Software)  Updated Website and emails	May Half Yearly	May Half Yearly	May Half Yearly	May Half Yearly	May Half Yearly
4	Public Relations	Facilitate Communication	Develop and implement Communication Strategy	Adopted communication Framework/ strategy by council  Municipal Branding Number of Radio Slots	May Quarterly	May Quarterly	May Quarterly	May Quarterly	May Quarterly

7.2. CORPORATE SERVICES UNIT – IMPLEMENTATION OF STRATEGIC GOALS									
				Number of Municipal Newsletter					
5	PMS	Ensure a functional Performance Management System (PMS)	Implementation of policy framework to enhance performance	Monthly reports for PMS Submission of OPMS to COGTA Regular Seating of Performance Audit Committee	Each Month Apr Quarterly	Each Month Apr Quarterly	Each Month Apr Quarterly	Each Month Apr Quarterly	Each Month Apr Quarterly
6	Legal	Ensure compliance with legislation	Ensuring 60% Disciplinary Procedures are adhered Review & implement annual municipal By-laws	Number of Disciplinary Cases solved Number of Local Labour Forum Meetings Number of Policies and By laws approved and adopted	Annually	Annually	Annually	Annually	Annually

7.2. CORPORATE SERVICES UNIT – IMPLEMENTATION OF STRATEGIC GOALS								
7	Registry	Safe Keeping of Information and Intellectual Capital	Facilitating proper Record Keeping  Purchase of a strong room safe	Number of stored files  Files kept in Strong-room and Metro Files  Number of Electronic files	Ongoing	Ongoing	Ongoing	Ongoing

7.4. COMMUNITY SERVICES UNIT – IMPLEMENTATION OF STRATEGIC GOALS									
NO	FUNCTION	STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVE / OUTPUT STRATEGY	PERFORMANCE INDICATOR /UNIT OF MEASUREMENT	2014	2015	2016	2017	2018
1	Good Governance and Public Participation	Effective Public Participation	Establishment of ward committee.	Submission of list of ward committee members.	15 Monthly	15 Monthly	15 Monthly	15 Monthly	15 Monthly
			Ward committees meetings	Submission of minutes.					
			☑ Number of public meetings	Submission of public meeting minutes.	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
			Establishment of ward	Submission of the elected					

			committee's portfolios	members.	jun	Jun	Jun	Jun	Jun
			Public participation support plan.	Adoption of public participation support plan.	30th of Each Month	30th of Each Month	30th of Each Month	30th of Each Month	30th of Each Month
			Functionality of War Rooms (WTT)	To ensure that OSS Reports are compiled and submitted to LTT.	10th of Each Month	10th of Each Month	10th of Each Month	10th of Each Month	10th of Each Month
			☐ Functionality of LTT	To ensure that OSS Reports are compiled and submitted to portfolio.					
			To Improve participation of vulnerable groups	Strengthening of Special programmes forum	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
			To facilitate the implementation of Operation SukumaSakhe programme	Roll out of OSS programme in all wards	30 Aug	30 Aug	30 Aug	30 Aug	30 Aug
			To improve the participation of sports and recreation	Selection of local squad					
			Strengthening of Syabonga Tournament	Increase number of participating teams	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
				Increasing the number of					

			Strengthening the participation of all wards in the indigenous games	wards participation					
			Strengthening the golden games participation by all wards	Increase of senior citizen participation in the golden games	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
			Development of cultural activities in all municipal wards.	Coordinating of cultural event	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
					30 Sep	30 Sep	30 Sep	30 Sep	30 Sep
			Support UmkhosiWomhlanga and UmkhosiweLembe.	Transportation of maidens to Enyokeni and Amabutho to KwaDukuza.	30 Sep	30 Sep	30 Sep	30 Sep	30 Sep
			Amendment of disaster management plan	Submission of the complete disaster management plan	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
			Review of fire and emergency shared services contract	Conducting of section 81 exercise on the status of the contract and submission of a report thereon.	30 Jun	30 Jun	30 Jun	30 Jun	30 Jun
			Decentralisation of fire and emergency services	Establishment of 2 satellite fire station at Sokhulu and					

			Provision of road safety network	<p>Mhlana.</p> <p>Executing operational plans i.e road blocks, INTLEC road blocks and national programmes</p> <p>Conducting 3 road safety public education campaigns</p> <p>Enhance collection of traffic fines</p> <p>Enhance collection of DLTC funds.</p>	30th of Each Month	30th of Each Month	30th of Each Month	30th of Each Month	30th of Each Month
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OFFICE OF THE MUNICIPAL MANAGER – IMPLEMENTATION OF STRATEGIC GOALS									
FUNCTION	STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVE / OUTPUT STRATEGY	PERFORMANCE INDICATOR /UNIT OF MEASUREMENT	2014	2015	2016	2017	2018	



Office of The Municipal Manager	Performance Management	<p>☑ To develop an effective and efficient mechanism to monitor organizational performance</p> <p>☑ Submission of an Annual Performance Report</p> <p>☑ Develop and maintain Municipal SDBIP</p>	<p>☑ Develop and implement individual performance</p> <p>☑ Annual Performance Report Comply with MSA requirements.</p> <p>☑ Approved SDBIP.</p>	Monthly Annually Annually	Monthly Annually Annually	Monthly Annually Annually	Monthly Annually Annually	Monthly Annually Annually
	Integrated Development Plan	<p>To ensure the development of a credible IDP</p> <p>IDP/Budget Alignment</p> <p>Develop and maintain Municipal SDBIP</p>	<p>Compliance with relevant legislation</p> <p>Credible IDP.</p> <p>Approved SDBIP.</p>	Monthly  Annually  Annually	Monthly  Annually  Annually	Monthly  Annually  Annually	Monthly  Annually  Annually	Monthly  Annually  Annually
	Disaster Management	To develop an effective and efficient Disaster Management System	Adopted Plan	Annually	Annually	Annually	Annually	Annually

	Municipal Turnaround Strategy	To ensure that MTAS addresses and reviews priority issues	Adopted Municipal Turnaround Strategy	Apr	Apr	Apr	Apr	Apr
	By-Laws	Develop and implements Municipal By-Laws	Number of By-Laws gazetted and implemented	Annually	Annually	Annually	Annually	Annually

NO	FUNCTION	STRATEGIC OBJECTIVES	MEASURABLE OBJECTIVE / OUTPUT STRATEGY	PERFORMANCE INDICATOR /UNIT OF MEASUREMENT	2014	2015	2016	2017	2018
EG	Municipal Works and Infrastructure (TECHNICAL)	Facilitate the provision of portable water	Engage the District on water provision	Number of operations meeting	12	12	12	12	12
			Provision of Rain water harvesting	Number Jojo Tanks installed	1000	1000	1000	1000	1000
		Sanitation the provision of Sanitation	Engage the District on Sanitation provision	Number of operations meeting	12	12	12	12	12
			Provision of Sanitation through human Settlements	Number of toilets	1000	1000	1000	1000	1000

		MIG and PMU	Provision of road infrastructure  Development and implementation of the maintenance schedule (grader schedule)	Number of access roads maintained  Number of roads constructed  Number kilometers covered  Approved Rural Roads Maintenance Plan  Number of Bus Shelters  Number of Sports Fileds and Number Small Playgrounds  Number of Halls and Crèches  Number Paypoint Shelters  Number of Libraries	483   5 (1km) 483   15	483   5 (1km) 483   15	Tbc       15	Tbc       15	Tbc       15
		Facilitate provision of Electricity	Engage Eskom and DOE on energy supply	Number of meetings and reports monthly  Number of household connections for Free Basic	12  	12  	12  	12  	12  

				Electricity Number of Alternative Energy geysers <sup>2</sup> gel stoves	300 200 167	300 200 167	300 200 0	300 200 0	300 200 0
		Facilitate cleaning of town and all social structures	Ensure Grass Cutting Operations are effected to promote a clean town and community structures	Number of Social Amenities cleaned (town, halls, crèches and sports fields)	12	12	12	12	12
		Improve Access to refuse removal	Provision of Waste removal services	Number of Skips provided and serviced  Number and bins provided and serviced	1  200	30  200	30  200	30  200	30  200
	Human Settlements	Improve access to adequate Shelter	Provision of sustainable human settlements  Formulation of Human Settlements Planning  Improve quality through	Number of Housing unit provided  Approval, adoption and submission of a Credible Housing Sector Plan  Number of Housing Forum Meetings and Community	  April  6	  May  6	  May  6	  May  6	  May  6

			monitoring and evaluation	meeting					
				Number of Technical meetings	12	12	12	12	12
					12	12	12	12	12
			Attending to Operation Sukuma Sakhe Housing	Number of OSS houses built					
					28	150	Tbc	Tbc	Tbc
			Construction of Emergency Housing Units	Number of Emergency Housing units built					
					tbc	tbc	tbc	tbc	tbc
	Local Economic Development	Creation of economic growth and Development	Increase Job Creation	Number of Jobs Created (EPWP CWP, Capital Projects and LED Project)	500	500	500	700	700
				Number of SMME'S Supported	30	50	50	50	50
				Number of Business Forum meetings held					

				Review of LED strategy	12	12	12	12	12
				Number of cooperatives registered	May	May	May	May	May
			Improved support local Businesses	Formulation, adoption and implementation of Tourism Development Plan	15	15	15	15	15
		Promoting Cultural Tourism	Promote Tourism	Number of Tourism Projects implemented		May	May	May	May
				Number of heritage sites developed and maintained					
			Development and maintenance of Heritage sites	Number of events to showcase tradition cuisine.	3	6	Tbc	tbc	Tbc
				Number of Mayoral Projects delivered	3	3	tbc	tbc	tbc
		Promote Sustainable agricultural development		Number of Market day held	1	1	1	1	1
			Identification of agricultural projects		45	45	tbc	tbc	tbc

	Environmental Management	Sustainable Environmental Management	Promotion of sustainable Coastal development  Ensure compliance with legislative requirements  To develop and implement Environmental Management Framework  Development of Integrated Waste management Plan	Formulation and adoption of Coastal Management Plan  Number of Coastal Development Projects and maintained  Formulation and adoption of an Strategic Environmental Assessment  Adopted EMF  Adopted Waste Management Plan	—  2  —  —  May	May  3  May  May  May	May  3  May  May  May	May  3  May  May  May	May  3  May  May  May
	Spatial planning	Efficient and credible strategic spatial Municipal	Revision of Integrated	Adoption and Submission	May	May	May	May	May

		planning	Development Plan	of IDP					
				Number of Stakeholder meetings held	4	4	4	4	4
			Improved Spatial development Framework planning	Adoption and review of SDF	May	May	May	May	May
			Implementation of SPUMA, Planning And Development Act	Number of Development applications submitted	6	10	10	10	10
				Number of development applications adopted by Council	6	10	10	10	10
			Implementation of Wall to wall Scheme/s	% progress towards wall to wall Scheme	5%	10%	100%	100%	100%
		Effective Building control and Enforcement	Implementation of National Building Regulation	Number of Building Plans Approved					
				Number of inspections and enforcement	20	50	50	50	50



DRAFT

## H. PROJECTS

### 1. PROJECT PRIORITISATION MODEL

There are a large number, and a wide range of projects which have been identified through the IDP processes of the Mfolozi Municipality. The majority of these proposed projects will require grant funding or loans if they are to be undertaken. Further, due to resource constraints, they cannot all be funded at once.

It is therefore vitally important to be able to determine which are the priority projects in a fair and informed manner. Some of the challenges that are faced in this regard are:

how to determine the highest priority projects;

how to align the projects to the IDP development programmes, strategies and objective;

how to cater for emergency projects; and

how to manage priorities in terms of budgets.

At the outset it should be clearly be stated that the development of a numerical Project Prioritisation Model remains open to subjective interpretation. As such it must be accepted that the Model is only a technical tool to assist decision makers in prioritizing projects.

Given the above, a numerical project prioritisation model has been developed to assist the municipality in the prioritisation and scheduling of projects.

#### How does the Model Work?

Each project that has been identified through the IDP or which is currently on the municipality's "wish list" is assessed in terms of Project Assessment Criteria. A "Yes" answer to a question posed in terms of the Assessment Criteria scores the corresponding score. A "No" answer scores zero. It is suggested that the Score for each question should be a numerical number between 0 and 10. This will need to be workshopped with officials and Council.

**Table 38: Project Assessment Criteria**

Criteria	Question	Score
Direct Health Risks	Will the postponement of the project lead to a considerable direct negative impact with regards to health?	
Direct Safety Hazard	Will the postponement of the project lead to a considerable direct negative impact with regards to safety?	
Direct Commercial Risks	Will the postponement of the project lead to a considerable direct negative impact with regards to commercial risk?	
Legal requirement	Is the project both critical and required by legislation?	
Basic Service	Is the project providing or assisting in providing a basic service (water, sanitation) - particularly in those areas where such a service is non-existent or lacking?	

Criteria	Question	Score
Grant Funding & Sustainability	Is 100% grant funding available for the project, and will the project be sustainable or self-sufficient?	
Effect on Operating Budget	Will the project result in a decrease in the net operating budget?	
	Will the project result in no impact on the operating budget?	
Usage of Asset	Will the immovable asset be used throughout the year?	
	Is the movable asset required to be available at all times?	
Economic Development	Will the project create economic development opportunities within a community?	
	Will the project encourage capital investment by the public or private sector?	
Permanent Job Creation	Will the project have a considerable positive impact on the socio-economic situation within the Municipality through the creation of permanent direct jobs?	
Community Facilities	Is the project a community facility which is also linked to community needs as expressed in the IDP?	
Spatial Framework	Does the project comply with or reinforce the proposed municipal spatial framework?	
Environmental	Will the project have a positive impact on the Environment?	

Criteria	Question	Score
	Will the project have no diverse impact on the environment?	
TOTAL SCORE		

Each Project Assessment Rating (Total Score) is then multiplied by a Project Category weighting, which provides a project's final score.

The Project Categories are depicted in the table below. These should be prioritized and a Category Weight – a percentage between 0% and 100% - allocated. This will need to be workshopped with officials and Council. The table below only provides a sample of such category weighting. It has not yet been prioritised by officials and councillors.

**Table 39: Project Category Weighting**

A strategic session still needs to be done to review the weighting and reprioritization of projects per ward and this shall be included in the final IDP.

Project Category	Category Weight ( % )
Water	1
Health	0.985
Sanitation	0.97
Sports & Cultural	0.955
Cemeteries	0.94
Strategic Planning	0.925
Solid Waste	0.91
Housing	0.895

Project Category	Category Weight ( % )
Roads and Stormwater	0.88
Land Use Management	0.865
Safety & Security	0.85
Education	0.835
Industry	0.82
Electricity	0.805
Commerce / Business / SMMEs	0.79
Environmental Management	0.775
Community Facilities	0.76
Public Transportation	0.745
Agriculture	0.73
Communications	0.715
Telecommunications	0.7
Tourism	0.685
Training & Capacity Building	0.67
Land Reform	0.655

## 2. PROJECTS

### 2.1 MIG PROJECTS

The table below reflect projects within the Mbonambi Municipal Area, that will be funded via MIG for the 2014 to 2016 Financial Years:

**Table 40: MIG Projects**

<b>MIG 2014 - 2015</b>				
Number	Ward	Project Description	Project Type	Estimated budget
KZ281-1	1	Nongcayi Road	Road	R 900,000.00
KZ281-2	2	Ezidonini Satelite clinic	Satelite Clinic	R 150,000.00
KZ281-3	2	Mthwana Satelite Clinic	Satelite Clinic	R 150,000.00
KZ281-4	2	Bhokweni Bus shelter	Bus Shelter	R 56,800.00
KZ281-5	2	Ekuthuleni Bus Shelter	Bus Shelter	R 56,800.00
KZ281-6	2	Empumeni Bus shelter	Bus Shelter	R 56,800.00
KZ281-7	2	Edengeni Bus shelter	Bus Shelter	R 56,800.00
KZ281-8	2	Kwamathe Bus shelter	Bus Shelter	R 56,800.00

KZ281-9	2	Kwa Sbiya Bus shelter	Bus Shelter	R 56,800.00
KZ281-10	2	Sun city Bus shelter	Bus Shelter	R 56,800.00
KZ281-11	3	GoyintetheCreche	Crèche	R 850,000.00
KZ281-12	4	Malalaphansi Multi Purpose centre	Multi Purpose	R 1,100,000.00
KZ281-13	5	Sabokwe Small Playground	Small Playground	R 302,500.00
KZ281-14	5	Mthuntuthwa Road	Road	R 900,000.00
KZ281-15	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-16	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-17	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-18	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-19	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-20	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-21	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-22	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-23	5	Bus shelter	Bus Shelter	R 56,800.00
KZ281-24	6	Mzingazi market stall	Market stall	R 242,000.00

KZ281-25	6	Mtindayi Road(per km)	Road	R 900,000.0 0
KZ281-26	6	Maduma Small playground	Small playground	R 302,500.0 0
KZ281-27	7	Mndeni Road(per km)	Road	R 900,000.0 0
KZ281-28	7	Makhehleri Bus Shelter	Bus Shelter	R 56,800.00
KZ281-29	7	Lubana Bus Shelter	Bus Shelter	R 56,800.00
KZ281-30	7	Dumakude Bus Shelter	Bus Shelter	R 56,800.00
KZ281-31	7	Mdletsheni Bus Shelter	Bus Shelter	R 56,800.00
KZ281-32	7	Etsheni Bus Shelter	Bus Shelter	R 56,800.00
KZ281-33	7	KwaNgobese Bus Shelter	Bus Shelter	R 56,800.00
KZ281-34	8	Nhlwathi Road	Road	R 900,000.0 0
KZ281-35	8	Masuku Bus shelter	Bus Shelter	R 56,800.00
KZ281-36	8	Thandaza Bus Shelter	Bus Shelter	R 56,800.00
KZ281-37	8	Nzonza Bus Shelter	Bus Shelter	R 56,800.00
KZ281-38	9	Qazweni Small Playground	Small Playground	R 302,500.0 0
KZ281-39	9	Silindokuhle Creche	Crèche	R 850,000.0 0

KZ281-40	9	Mgaleni Small Playground	Small Playground	R 302,500.0 0
KZ281-41	9	Mbabe Small Playground	Small Playground	R 302,500.0 0
KZ281-42	10	MvamanziCreche	Crèche	R 850,000.0 0
KZ281-43	10	Mundi Small Playground	Small Playground	R 302,500.0 0
KZ281-44	11	Gagane Road (Bulimeni)	Road	R 900,000.0 0
KZ281-45	11	Mgqikane Road (sithole)	Road	R 900,000.0 0
KZ281-46	11	Beware Small Playground	Small Playground	R 302,500.0 0
KZ281-47	12	ShayamoyaCreche	Crèche	R 850,000.0 0
KZ281-48	12	Makwezini Market Stalls	Market Stalls	R 242,000.0 0
KZ281-49	12	Sabhuza Pedestrian Bridge	Pedestrian Bridge	R 750,000.0 0
KZ281-50	13	NovunulaCreche	Crèche	R 850,000.0 0
KZ281-51	13	Ocilwane Small Playground	Small Playground	R 302,500.0 0
KZ281-	14	Community Hall	Community	R

52			Hall	1,100,000.00
KZ281-53	14	Ward 14 - Causeway Mgovuzweni	Causeway	R 550,000.00
KZ281-54	15	Oshwashweni Market Stalls	Market Stalls	R 242,000.00
KZ281-55	15	KwaNtusi Bus Shelter	Bus Shelter	R 56,800.00
KZ281-56	15	Kwalini Bus Shelter	Bus Shelter	R 56,800.00
KZ281-57	15	Phikaqede Pension pay point	Pension pay point shelter	R 750,000.00
	2015/16			
	<b>Ward Number</b>	<b>Project name</b>	<b>Project estimated Budget</b>	
KZ281-58	1	Thukwini Road	R 900,000.00	
KZ281-59	2	Nsele Bus shelter	R 56,800.00	
KZ281-60		Ezidoneni /Mthwana Community Hall	R 1,100,000.00	
KZ281-61		Slovo Speed Humps	R 50,000.00	
KZ281-62	3	Manqamu Road	R 900,000.00	
KZ281-63	4	14 bus shelters	R 795,000.00	
KZ281-64		Gymnasium	R 850,000.00	
KZ281-	5	Library	R	

65			1,300,000.00	
KZ281-66		Computer Lab	R 1,300,000.00	
KZ281-67	6	Pinkie Road 0.7 km	R 900,000.00	
KZ281-68		Small Playground	R 302,500.00	
KZ281-69		Causeway	R 800,000.00	
KZ281-70		Ofakazi Road 0.3km	R 350,000.00	
KZ281-71	7	Khulani Creche	R 850,000.00	
KZ281-72		Bhuthu Bus Shelter	R 56,800.00	
KZ281-73		Mzulwini Bus shelter	R 56,800.00	
KZ281-74		Mthembu Bus shelter	R 56,800.00	
KZ281-75	8	Ethubeni Pedestrian Bridge	R 750,000.00	
KZ281-76		Zonza Road	R 900,000.00	
KZ281-77		Mbabe small playground	R 302,500.00	
KZ281-78	9	Mayenziwe Creche	R 850,000.00	
KZ281-79		Thulubuke Small Playground	R 302,500.00	
KZ281-80		Isolomphakathi Small playground	R 302,500.00	
KZ281-81	10	Nxebeni Road	R 900,000.00	
KZ281-82		Madanishi Creche	R 850,000.00	
KZ281-83		Movers Sports ground	R 302,500.00	

KZ281-84		Lion Sports ground	R 302,500.00	
KZ281-85	<b>11</b>			
KZ281-86	<b>12</b>	Fuyeni No 7 Road	R 900,000.00	
KZ281-87		Shayam,oya Bus shelter	R 56,800.00	
KZ281-88		Fuyeni Bush shelter	R 56,800.00	
KZ281-89		Mphathiswa Bus shelter	R 56,800.00	
KZ281-90		Mfolozane Small playground	R 302,500.00	
KZ281-91				
KZ281-92	<b>13</b>			
KZ281-93	<b>14</b>	Thuthukane Road	R 900,000.00	
KZ281-94		Jungle Gym	R 1,200,000.00	
KZ281-95	<b>15</b>	Oshwashweni Creche	R 850,000.00	
KZ281-96		Oshwashweni High mask light	R 550,000.00	
KZ281-97		Soya Bus shelter	R 56,800.00	
KZ281-98		New Home Bus shelter	R 56,800.00	
KZ281-99		Kwamadela Bus shelter	R 56,800.00	

## 2.2 CAPITAL PROJECTS FUNDED BY UTHUNGULU DISTRICT MUNICIPALITY

The tables below sets out the capital projects funded by the uThungulu District Municipality:

**Table 41: Water backlogs and the estimated cost of eradicating it (Backlogs in 2001 when the District was created stood at 81%)**

Local Municipality	2009 / 2010 Estimated number of households	Households with water	Households without water	2011/ 2012 Percentage backlog (%)	Estimated cost per capita including VAT (Rand)	Estimated capital cost including VAT (Rands)
Mfolozi (KZ281)	20,615	13,087	7,528	37	2,703	288,737,860
Ntambanana (KZ283)	16,339	9,197	7,142	44	5,039	479,832,490
uMlalazi (KZ284)	42,623	21,885	20,738	49	4,734	1,210,649,490
Mthonjaneni (KZ285)	9,712	5,932	3,780	39	4,640	198,570,869
Nkandla (KZ286)	25,757	17,626	8,131	32	7,600	1,157,414,886
<b>TOTAL</b>	<b>115,046</b>	<b>67,727</b>	<b>47,319</b>	<b>41</b>	<b>5,042</b>	<b>3,335,205,595</b>

*Note: Number of households and backlogs based on 2001 Stats and 2009 WSDP Review*

**Table 1.2: Basic sanitation backlogs and the estimated cost of eradicating them (Backlog in 2001 when the UDM was created stood at**



89%)

Local Municipality	2008 / 2009 Households	Households with Sanitation	Households without Sanitation	2011/ 2012 Percent age Backlog (%)	Estimated cost per household including VAT (Rand)	Estimated capital cost for VIP sanitation including VAT (Rands)
Mfolozi (KZ281)	20,615	10,572	10,043	49%	7,502	75,342,586
Ntambanana (KZ283)	16,339	9,687	6,652	41%	7,502	49,903,304
uMlalazi (KZ284)	42,623	10,416	32,207	76%	7,502	241,616,914
Mthonjaneni (KZ285)	9,712	7,601	2,111	22%	7,502	15,836,722
Nkandla (KZ286)	25,757	13,444	12,313	48%	7,502	92,372,126
<b>TOTAL</b>	<b>115,046</b>	<b>51,720</b>	<b>63,326</b>	<b>55%</b>	<b>7,502</b>	<b>475,071,652</b>

Note: Number of households and backlogs based on 2001 Stats and 2009 WSDP Review

**Table 42: Projects at Design or Tender Stage**

Project Name	Scope of Works	Budget	Business Plan Approved	Design Report	Wards
Mbonambi Sanitation Phase 2	Construction of VIP Sanitation	56 129 202	Yes	Yes	7 & 8

## MIG ALLOCATION

Project	Fund	BUDGET ALLOCATIONS
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Project Vote Number	Name	Estimated Project cost	er	2014/15	2015/16	2016/17
	Mbonambi Water Phase 2	R 156,725,350	MIG	R 10,000,000	R 5,000,000	R 0
	Mbonambi Water SSA 2					R 40,000,000

## 2.3 Private Sector Development proposals

**Table 43: Current Development Initiatives within the Municipal Area**

Project Name	Description	Value	Funder	Status
Moya Mara Country Estate	850 Housing units varying from low to high income housing	R 1,5 Billion	Private	Project was launched and sites are being sold. Gatehouse and Show house to be constructed during April 2009.
Alfluorco Plant	Aluminium Fluoride Manufacturing Plant which will include the manufacturing of Sulphuric Acid, Hydrogen Fluoride at Nseleni, Mfolozi adjacent to the N2 highway from Richards Bay to KwaMbonambi.	R 1,0 Billion	Private	Feasibility study complete and continuing with the EIA process. (PROJECT ON HOLD DUE TO NEGATIVE ECONOMIC CLIMATE)
N2	This will include a	R 230	Private	Development

Project Name	Description	Value	Funder	Status
Development	filling station, restaurant, shops and curio centre at the crossing of the N2 highway and P232 Main Road to KwaMbonambi.	Million		Commission Approval and Land Acquisition finalized. Service level agreements to be signed. Land being transferred to the developer.
Mapelane Tourism Centre	Tourist centre including restaurant, curio centre and chalets.	R 30 Million	To be established	Feasibility study complete. Partnership with UThungulu DM established. Proposals from private developers have been invited awaiting appointment.
Cwaka Lodge	Lodge for tourists and restaurant.	R 25 Million	To be established	Waiting signing of lease agreement Feasibility Study complete. EIA process started.
KwaMbonambi N2 Interchange	Diamond shape interchange to relieve traffic congestion at the N2 – P232 crossing	R 80 Million	SANRAL	Completed
Osho Ship Building Project	Mfolozi/Mbonambi Municipality has received a proposal from Osho Investment Holding (PTY) Ltd, which is a	US \$ 750 Million	Private	Finalising land availability and tenure issues

Project Name	Description	Value	Funder	Status
	company who is interested in developing a Ship Building Yard within our area of jurisdiction. The proposal specifies a minimum site size of 1000 hectares and a 2,5 km frontage with the sea. We have thus identified A Portion of Reserve No. 04 No. 15823, which is within the Richards Bay Minerals (RBM) lease Area as the most suitable location for the proposed development due to a number of factors.			
Sokhulu Petroleum Plant	A private company has identified land within the Sokhulu Tribal Area with the intention of establishing an oil refinery.	R6 Billion	Private	Land has been identified. The project is at pre-feasibility stage, and a Basic Scoping Report is to be undertaken within the 2012 2013 financial year.
Wild Palace Country	The projects intentions are to	R 19 Million	Private	A business plan has been

Project Name	Description	Value	Funder	Status
Lodge	establish accommodation facilities for within KwaMbonambi, so as to take advantage of the towns location within the tourism map of Northern Zululand.	n		completed. Waiting fo the identification of suitable land.
OIL tanker storage	Proposed oil tank storage			

Project Name	Project Details
Sokhulu Farm	<p>It is situated at Sokhulu traditional area in ward 1 and 2 and is a sugarcane production project. The extent of the project is 600 ha and 141ha is under operation at the moment. The Department of Agriculture in conjunction with KwaShukela Mill (formerly known as Umfolozi Mill) allocated R10 000 000 for this development. A total of 210 people are involved in this project.</p> <p>uThungulu District Municipality has initiated the Sokhulu Community Farm project some 4 years ago to create sustainable employment within the local community, and budgeted R 1,370,000.00 on Account no. 7100 1016 00003 for the same. New developments have taken place whereas</p>

Project Name	Project Details
	<p>Umfolozi Mill has budgeted R 10,000,000.00 over the next three years for the same project.</p> <p>As of date, uThungulu District withdrew its funding due to land availability issues. Umfolozi Mill continued to fund the project with 10 million thus the project has been implemented with only 200ha of the 600ha is in use.</p>
N2 Commercial Development	<p>The project includes the rezoning of the portion of land located at the corner of the N2 and MR 232 from Agriculture and Parkway o a Special Zone: General Commercial 2.</p> <p>The project will consist of the following:</p> <ul style="list-style-type: none"> <li>petrol filling station;</li> <li>tourism arts and craft centre;</li> <li>conference centre;</li> <li>retail facilities;</li> <li>government and institutional offices;</li> <li>banking facilities; and</li> <li>a truck stop.</li> </ul>

Project Name	Project Details
	<p>This project is to be developed in phases. Phase 1 will consist of the petrol filling station, arts and craft centre and the conference centre.</p> <p>A DFA Application has been prepared, and lodged with the Provincial DFA Tribunal and has since been approved. The Municipality will sign a service level agreement with the developers.</p>

KZ281-102	<i>Electrification of slovas Townsoip</i>		<i>Eskom</i>
KZ281-103	<i>Mbonambi beach access</i>	<i>1 million</i>	<i>Cogta</i>
KZ281-104	<i>Thusong Centre</i>	<i>8 million</i>	<i>Cogta and RBM</i>

#### 2.4 CAPITAL PROJECTS FUNDED BY SECTOR DEPARTMENTS and private sector partnerships

	<i>Project Name</i>	<i>Estimated budget</i>	<i>Funder</i>
KZ281-100	<i>Sokhulu And Mbuyazi Substation</i>	<i>R25 Million</i>	<i>Eskom</i>
KZ281-101	<i>Kwamthethwa Sub station</i>	<i>Propososed site to be identified</i>	<i>Eskom</i>

## I. FINANCIAL PLAN AND SDBIP

### SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>Close proximity to the Harbor</p> <p>Political Stability</p> <p><b>Along the N2 connecting with the boarder of Mozambique</b></p>	<p>Shortage of land</p> <p>Staff Retention</p> <p>Weak Revenue base</p>
OPPORTUNITIES	THREATS
<p><b>N2 Development</b></p> <p><b>Corridor Development</b></p> <p><b>Moyamara Development</b></p> <p><b>Development of Beach Access</b></p> <p><b>Thusong Centre Development</b></p>	<p>Crime</p> <p>Social illness</p> <p>Unemployment and poverty</p> <p>Low income levels</p> <p>Low level of education</p> <p>Immigration</p>

Overview

The Budget and Treasury Office is a municipal department that was established in terms of Chapter 9 of the Municipal Finance Management Act no. 56 of 2003 (MFMA). Its major role is to administer the municipal funds, to advise the accounting officer and other departments of their role in terms of this act and to perform budgeting, accounting, analysis, financial reporting, cash management, debt management, supply chain management, financial management, review and other duties.

#### Achievements and developments

The Budget and Treasury Office (BTO) has developed the services delivery and budget implementation plan of its own that has been largely achieved in terms of its targets. To achieve this SDBIP underlying processes and control had been progressively put in place. Through the assistance of the grants like Finance Management Grant (FMG) new systems and personnel capacity have been sourced. The department as its role to support the municipality, It has assisted in the improvement on municipality's audit results over the years. The BTO has complied with most of the legislation that affects the municipality including the regulations.

#### Challenges

The department has not achieved these without challenges. The fact that the municipality is mostly surviving through grants put so much pressure on the municipality to be self sufficient. The tax base is not enough to ensure continuous service delivery. The lack of measures to collect debt is adding to this. However means are being made to alleviate these obstacles by making use of cooperative governance with other spheres of government. Continuous building of human capacity is also seen as a turnkey to these problems.

#### Objectives

Linking this department with the municipal integrated development plan (IDP) there are number of objectives that touches more on the financial viability and sustainability for the Municipality effective management of Municipal Financial resources.

Financial viability issues include:

Debt management;

Revenue enhancement;

Financial reporting;

Creditors management;

Indigent support;

Cash flow management and

Conditional grant.

effective management of Municipal Financial resources includes:

Auditor general's report;

Supply chain management;

Committees;

Performance management and

## Compliance

### Billing

The section has been able through the successful migration from old to new financial system to produce reporting information that has improved the presentation of deep seated problems of debtors thus enabling the focused decision by authorities. Data cleansing had been the main focus that will support the fight against non-payment of services.

### Credit Control and Debt Collection

As per the adoption of the revenue enhancement strategy, there was a moratorium on full implementation of the credit control activities to allow the data cleansing process. Incentives to encourage debtors to settle their accounts were introduced. Indigent write offs were promoted. Through the initiatives the data cleansing was improved. It has been a year where better understanding of each debtor was a turnaround achievement. We are now looking forward to swiftly implement credit controls to reduce the debt level.

### Payments and financing

There has been a fundamental shift from the way activities were implemented in this section. Now timely reconciliations are possible. Better cash flow management is produced. The section has continued to maintain the supply chain good governance and stores management. The Municipality has also managed to maintain a positive cash flow as at year end.

### Budget, Reporting and Compliance Monitoring

The Municipality has successfully implemented the budget reforms and submitted its budget in time as per the MFMA regulations. The section has maintained a good record in sending Section 71 Reports together with Mid-

year assessment review report. The introduction of Caseware has been a boost to the financial statements submission.

## 1. MUNICIPAL BUDGET: 2014/2015

From the summary of the Municipal Consolidated Budget for 2014/15.

Draft Budget attached

**Table 44: Summary of Consolidated Budget for 2014/2015**

### 2.5 STRATEGIES STRATEGIES

The municipality approves once per annum at the annual budget meeting the rates tariff for the ensuing financial year in terms of the provisions of Section 105 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).

The municipality approves once per annum at the annual budget meeting the increases in the service tariffs for the ensuing financial year.

Electricity tariffs are submitted to the National Electricity Regulator (NER) for approval prior to implementation.

Consumer meters are read on a monthly basis, accounts are sent out monthly, with payment dates clearly reflected thereon.

Where payment is not secured by the due date, a termination report is prepared and disconnection is affected if non-payment prevails. If payment is not secured within one month of the specified date, the consumer deposit is

used to for payment and the account is handed over to the legal advisors of the municipality for collection. In some instances a tracing agent is employed on the basis of “no trace no pay”.

Rates are payable by 30 November of the financial year and outstanding rates accounts are dealt with in terms of the provisions of Section 172 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).

Cashiers are available during normal business hours in each of the urban nodes of Eshowe, Mtunzini and Gingindlovu.

All monies received are collected by a security company and deposited into the current account of the municipality. A monthly bank reconciliation is done to balance the cash books of the municipality.

The implementation of the Municipality’s Credit Control And Debt Collection Policy

The implementation of the Municipality’s Indigent Policy

### 2.6 FINANCIAL MANAGEMENT STRATEGIES

The financial matters of the municipality are managed by the Manager Financial Services.

The Council of the municipality approves the Financial Regulations applicable to all financial transactions of the municipality.

The Revenue Section in the Financial Department is responsible for all the revenue accounts of the municipality and consists of an Assistant Manager, Financial Officer, Data Typist, Debtors Clerk, Meter Readers and Cashiers.

The Expenditure Section in the Financial Department is responsible for salaries, stores and the payment of creditor accounts. In terms of the Financial Regulations of the municipality, this section also acts as the buyer



for the municipality. The section consists of an Assistant Manager Financial Officer, Paymaster, Expenditure Clerks, Buyer and Storeman.

The Manager Financial Services is responsible for the compilation of the municipality's Capital and Operating Budget and this is based on the information provided by the departments of the municipality) Municipal Manager, Manager Corporate Services, Manager Engineering Services, Manager Community Services, Manager Protection Services and Manager Financial Services and Mayoral Office).

The Manager Financial Services recommends to the Council of the municipality the tariffs that will enable the municipality to balance the annual budget.

In terms of the provisions of Section 10G of the Local Government Transition Act, 1993 (Act 209 of 1993) as well as the Local Authorities Ordinance, 1974 (Ordinance 25 of 19974), the Manager Financial Services is responsible for the balancing of the Financial Statements of the municipality within 3 months from the end of a financial year which ends on 30 June.

## 2.7 ASSET MANAGEMENT STRATEGIES

All the departmental managers take charge of the assets in his/her department.

Each manager is charged with the responsibility of indicating the maintenance costs within his/her department's operating budget in order to ensure cost effectiveness in terms of the use of assets.

The Council has adopted a policy in terms of which the life span of assets is determined and replacement takes place only when such a date is reached.

Assets having reached the pre-determined life span are sold in terms of the provisions of Section 189 of the Local Authorities Ordinance, 974 (Ordinance 25 of 1974).

The Manager Financial Services is responsible for the insurance cover of all the assets of the municipality.

The development and implementation of a fixed asset register and asset control system as well as the maintenance thereof

## 2.8 CAPITAL FINANCING STRATEGIES

The basic capital projects of the municipality are funded from internal funds in term of the provisions of Section 109 of the Local Authorities Ordinance, 1974 (Ordinance 25 of 1974).

Ad-hoc capital projects are mostly funded from grant funding and implementation of an ad-hoc capital project commences only when the grant x

Smaller ad-hoc capital projects are funded from the internal funds of the municipality, where possible.

A portion of the equitable share of the municipality is being used to fund ad-hoc capital projects in the rural areas so that basic services can be provided to indigent communities.

## 3. POLICIES

The Mfolozi Municipality has the following Financial Policies in place:

Credit Control Policy.

Tariffs Policy.

4. REPORTS OF THE AUDITOR GENERAL AND RESPONSES  
THERE TO



attached

5. SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN 2014/15 (SDBIP)

To be included in the final IDP

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## 6. BUDGET ALIGNMENT WITH INTEGRATED DEVELOPMENT PLAN

The alignment of the Final capital and operational budget with the Mfolozi Integrated Development Plan is fully demonstrated in the 5-year Capital Investment Programme. Full alignment over the 5-year period has been achieved.

## J. ORGANISATIONAL PERFORMANCE MANAGEMENT

### 1. THE LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT

The major OPMS policy instruments are the 1998 White Paper on Local Government supported by the Batho Pele principles encompassed in the White Paper on the Transformation of Public Service Delivery (1997). These policies were given legal stature through the adoption of the Municipal Systems Act in 2000 (Act 32 of 2000).

The Municipal System Act requires all municipalities to:

- Develop a performance management system
- Set targets and monitor and review the performance of the Municipality based on indicators linked to their Integrated Development Plan (IDP)
- Publish an annual performance report on performance of the Municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).
- Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the Minister responsible for local government

- Conduct, on a continuous basis, an internal audit of all performance measures
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

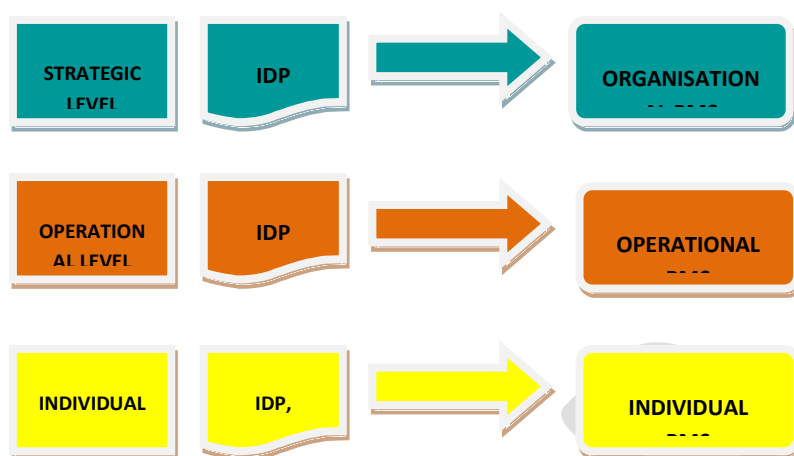
The Minister responsible for local government published the Municipal Planning and Performance Management Regulations (2001) in terms of the Municipal Systems Act setting out in detail the requirements for a municipal OPMS. The Regulations also contain the general indicators prescribed by the Minister responsible for local government. In 2006 the Minister published a further set of Regulations dealing with Performance Management for Municipal Managers and Managers Directly Accountable to Municipal Managers.

It is also important to note that the MFMA contains various important provisions related to municipal performance management. For instance, the MFMA requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with service delivery targets and performance indicators – provision is also made for this at departmental level in a circular issued by the National Treasury. Whilst considering and approving the annual budget the Municipality must also set measurable performance targets for each revenue source and vote. Finally, the Municipality must compile an annual report, which must include a performance report compiled in terms of the Systems Act.

### 2. MANAGING AND MEASURING PERFORMANCE AT VARIOUS LEVELS

Performance management can be applied to various levels within any organisation. The legislative framework as set out above provides for performance management at various levels in a municipality including organisational (sometimes also referred to as municipal, corporate or strategic) level, operational (also referred to as services, departmental or

section/team level) and lastly, at individual level as. These levels are however integrated and interdependent on each other.



## 2.1 STRATEGIC (ORGANISATIONAL) PERFORMANCE LINKED TO THE INTEGRATED DEVELOPMENT PLAN (IDP) OF A MUNICIPALITY

At this level the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the integrated development plan (IDP) of the municipality. This is done on the basis of key performance indicators and targets set for each of the IDP objectives of the municipality. Given that an IDP has a five-year timespan the measures set at this level should be of a strategic and mostly long-term nature with an outcome and impact focus.

The measures set for the Municipality at organisational level must be captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality (see section 6). A copy of the scorecard as developed for the Mfolozi Municipality is attached as **Annexure "A"**.

## 2.2 OPERATIONAL (DEPARTMENTAL) PERFORMANCE LINKED TO THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) OF A MUNICIPALITY

The validity of the strategy of the municipality and the extent to which it is successfully implemented is also measured and managed at operational (sometimes also referred to as departmental) level. At this level this is achieved by measuring the progress made with service delivery and implementing the budget of the municipality through service delivery measures and targets captured in the annual service delivery and budget implementation plan (SDBIP) of a municipality. Given that a SDBIP has a one-year timespan the measures set at this level should be of a operational and short to medium-term nature with an input (budget) and output (service delivery) focus.

## 2.3 INDIVIDUAL PERFORMANCE LINKED TO OPMS AND THE INDIVIDUALS KEY PERFORMANCE AREAS AND JOB DESCRIPTIONS

The performance of individuals is measured against personal performance targets, which are set in accordance with job descriptions and their roles linked to the strategy of the municipality and the business plans (SDBIP's) of the operational units (departments) at a municipality. At section 57 level the 2006 Municipal Performance Regulations for Municipal Managers and Managers reporting directly to Municipal Managers has put in place a

legislative framework for linking the individual performance of section 57 Managers to the strategy and operations of a municipality.

By cascading performance measures from organisational to operational to individual level, both the IDP and the SDBIP form the link to individual performance management. This ensures that performance management at the various levels relate to one another, which is a requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

### 3. OBJECTIVES OF THE MFOLOZI PERFORMANCE MANAGEMENT SYSTEM

As indicated in the previous section, the Municipality's OPMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives set out in the IDP. The system should fulfill the following objectives:

- Facilitate increased accountability  
The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.
- Support municipal oversight  
The performance management system should support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration.
- Facilitate learning and improvement

The OPMS should facilitate learning in order to enable the Municipality to improve delivery.

- Provide early warning signals

It is important that the system ensures decision-makers are timeously informed of performance related risks, so that they can facilitate intervention where necessary.

- Facilitate decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

The objectives listed above are not exhaustive, but summarise the intended benefits of the system. These intended objectives should be used to evaluate and review the performance management system on a regular basis (see section 9.2).

### 4. PRINCIPLES GOVERNING THE OPMS OF THE MUNICIPALITY

The performance management system for the Mfolozi Municipality is guided by the following principles:

- **simplicity** so as to facilitate implementation given any current capacity constraints,
- **politically acceptable** to all political roleplayers,
- **administratively managed** in terms of its day-to-day implementation,
- **implementable** within any current resource constraints,
- **transparency and accountability** both in terms of developing and implementing the system,

- **efficient and sustainable** in terms of the ongoing implementation and use of the system,
- **public participation** in terms of granting citizens their constitutional right to participate in the process,
- **integration** of the OPMS with the other management processes within the Municipality,
- **objectivity** based on credible information and lastly,
- **reliability** of the information provided on the progress in achieving the objectives as set out in its IDP.

## 5. PREFERRED PERFORMANCE MANAGEMENT MODEL

In section 2 above reference is made to the organisational scorecard of the Mfolozi Municipality structured in terms of the preferred performance management model. A performance management model can be defined as the grouping together of performance indicators, sometimes based on the type of indicator, into logical categories or groups (often called perspectives), as a means to enhance the ability of an organisation to manage and analyse its performance. In this way the model provides a common framework for what aspects of performance are going to be measured and managed. It further ensures that a balanced set of measures are employed that do not rely on only one facet of performance but represent a holistic and integrated assessment of the performance of an organisation.

Models have proved useful in performance management for the following reasons. They provide:

### 5.1 SIMPLICITY

A good model organises what would otherwise be a long list of indicators attempting to sufficiently cover performance, into a set of categories sufficiently covering all key areas of performance.

## 5.2 MAPPING OF INTER-RELATIONSHIPS

Models map out the inter-relationships between different areas of performance. These inter-relationships relate to the extent to which poor performance in a particular category would lead to poor performance in other related areas and the converse. These inter-relationships help in both the performance planning, analysis and review stages, particularly in the diagnosis of causes of poor performance.

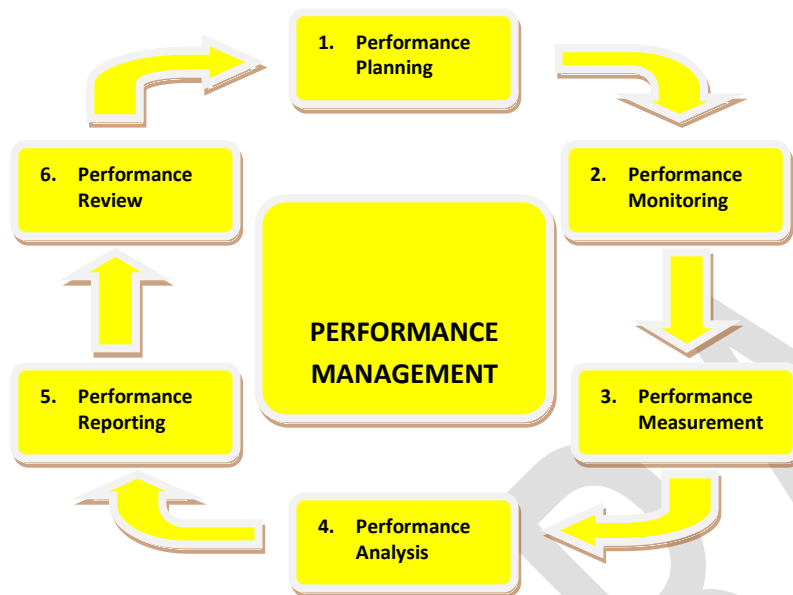
## 5.3 ALIGNMENT TO STRATEGIC PLANNING METHODOLOGY

A good model will align the processes of performance management to the strategic planning processes of the organisation. The categories of key performance areas provided by a model should relate directly to identified priority areas of the strategic plans of the organisation.

The Mfolozi Municipality, has, under the guidance of the KwaZulu Natal Department of Cooperative Governance and Traditional Affairs (KZN CoGTA), implemented a organisational performance model developed by KZN CoGTA. The Organisational Performance Management System (OPMS) Scorecard was rolled out to municipalities during January 2010 and has since been adopted by the Mfolozi Municipality as the preferred measurement model. In the said model all indicators are grouped together under the national key performance areas and the local key performance areas as per the Mfolozi Municipality IDP. The said Model therefore enables the Mfolozi Municipality to assess its performance based on the national key performance areas and its own local key performance areas.

## 6. THE PROCESS OF MANAGING PERFORMANCE

The process of managing performance at organisational level in the Mfolozi Municipality involves the stages as set out in the diagram below:



The diagram provides for the cycle of performance management in the Mfolozi Municipality to commence with performance planning followed by performance monitoring, performance measurement, performance analysis, performance reporting and lastly performance review. The outcome of the performance review feeds back into the performance planning process. It is important to note that each of the stages in the cycle is underpinned by Council and community oversight over the performance of the Municipal Executive and Administration.

The following table spells out in more detail the roles and responsibilities of all the relevant roleplayers in the context of each of the above stages of the Mfolozi Municipality’s organisational performance management cycle:

Table 45: Council and Community Oversight

	<b>COUNCIL AND COMMUNITY OVERSIGHT</b>					
	<b>PERFORMANCE PLANNING</b>	<b>PERFORMANCE MONITORING</b>	<b>PERFORMANCE MEASUREMENT</b>	<b>PERFORMANCE ANALYSIS</b>	<b>PERFORMANCE REPORTING</b>	<b>PERFORMANCE REVIEW</b>

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	COUNCIL AND COMMUNITY OVERSIGHT					
	PERFORMANCE PLANNING	PERFORMANCE MONITORING	PERFORMANCE MEASUREMENT	PERFORMANCE ANALYSIS	PERFORMANCE REPORTING	PERFORMANCE REVIEW
	<ol style="list-style-type: none"> <li>1. Be consulted on their needs</li> <li>2. Participate in the development of the long term vision for the area</li> <li>3. Influence the identification of priorities</li> <li>4. Be consulted on the adoption of the Municipality's performance management framework</li> <li>5. Be consulted on the mechanisms, systems and processes for performance management as set out in the performance management framework</li> <li>6. Be consulted on and influence the choice of indicators and the setting of targets</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the community's general oversight role review whether performance monitoring has taken place as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the community's general oversight role review whether performance measurement has taken place as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the community's general oversight role review whether performance analysis has taken place as provided for in this Framework</li> <li>2. Be involved in the analysis process when required</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the community's general oversight role review whether performance reporting has taken place as provided for in this Framework</li> <li>2. Attend meetings of Council/Exco where the performance scorecards are to be reviewed</li> <li>3. As part of the community's general oversight role monitor that where targets have not been met corrective action are taken</li> <li>4. Be kept informed about how the Municipality performed to date against targets set (in-year reporting)</li> </ol>	<ol style="list-style-type: none"> <li>1. Be given the opportunity to participate in the review of municipal performance</li> <li>2. Be given the opportunity to participate in the deliberations of the Municipal Oversight Committee</li> <li>3. Be given the opportunity to influence the outcome of the oversight report</li> <li>4. Be given an opportunity to influence what areas needs to be focused on</li> </ol>

	COUNCIL AND COMMUNITY OVERSIGHT					
	PERFORMANCE PLANNING	PERFORMANCE MONITORING	PERFORMANCE MEASUREMENT	PERFORMANCE ANALYSIS	PERFORMANCE REPORTING	PERFORMANCE REVIEW
	<ol style="list-style-type: none"> <li>1. Facilitate the development of a long-term vision.</li> <li>2. Develop strategies to achieve vision</li> <li>3. Identify priorities</li> <li>4. Participate in the IDP process</li> <li>5. Adopt the Municipality's performance management system</li> <li>6. Adopt indicators and set targets as recommended by Exco</li> <li>7. Participate in the annual review of the Municipality's performance management system and agree on any amendments thereto.</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the Council's general oversight role review whether performance monitoring has taken place as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the Council's general oversight role review whether performance measurement has taken place as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the Council's general oversight role review whether performance analysis has taken place as provided for in this Framework</li> <li>2. Be involved in the analysis process when required</li> </ol>	<ol style="list-style-type: none"> <li>1. As part of the Council's general oversight role review whether performance reporting has taken place as provided for in this Framework</li> <li>2. Attend meetings of Exco where the performance scorecards are to be reviewed</li> <li>3. As part of the Council's general oversight role monitor that where targets have not been met corrective action are taken</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the decisions taken by Exco in considering the quarterly performance report.</li> <li>2. Establish and serve on the oversight committee</li> <li>3. Fulfill its oversight role over the Executive and Administration by considering the annual report and adopting an oversight report</li> <li>4. Influencing what areas needs to be focused on</li> </ol>

	COUNCIL AND COMMUNITY OVERSIGHT					
	PERFORMANCE PLANNING	PERFORMANCE MONITORING	PERFORMANCE MEASUREMENT	PERFORMANCE ANALYSIS	PERFORMANCE REPORTING	PERFORMANCE REVIEW
	<ol style="list-style-type: none"> <li>1. Play the leading role in providing strategic direction and developing strategies and policies for the organisation</li> <li>2. Manage the development of the IDP</li> <li>3. Recommend indicators and targets to Council</li> <li>4. Manage the development of the Municipality's performance management system</li> <li>5. Assign responsibilities to manage the development of the performance management system to the Municipal Manager</li> </ol>	<ol style="list-style-type: none"> <li>1. Review whether performance monitoring has taken place as provided for in this Framework (see section 7.2) - Exco member responsible for each Department to work closely with HOD in ensuring that regular performance monitoring takes place.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review whether performance measurement has taken place as provided for in this Framework (see section 7.3)</li> <li>2. Take appropriate action against those HODs who on a regular basis do not meet the reporting deadlines</li> </ol>	<ol style="list-style-type: none"> <li>1. Consider the analysis of performance as set out in the quarterly performance scorecards by the senior management team (see section 7.4 and 7.5.1)</li> <li>2. Decide whether the causal reasons for poor performance have been captured adequately through the analysis process</li> </ol>	<ol style="list-style-type: none"> <li>1. Consider the quarterly performance reports submitted by the management team (see section 7.5.1)</li> <li>2. Monitor the drafting of the annual report and ensure that it is submitted to Council through the Mayor within seven months after each financial year (see section 7.5.2)</li> </ol>	<ol style="list-style-type: none"> <li>1. Conduct the Quarterly reviews of municipal performance, determining whether targets had or had not been met, what the causal reasons were and to adopt appropriate response strategies based on recommendations by</li> </ol>

	COUNCIL AND COMMUNITY OVERSIGHT					
	PERFORMANCE PLANNING	PERFORMANCE MONITORING	PERFORMANCE MEASUREMENT	PERFORMANCE ANALYSIS	PERFORMANCE REPORTING	PERFORMANCE REVIEW
Municipal Manager and Head of Departments	Assist the Municipal Manager in:	<ol style="list-style-type: none"> <li>1. Monitor performance against targets set as provided for in this Framework</li> <li>2. Take interim action in instances where targets are not going to be met</li> <li>3. Get line Managers in Department to monitor the performance of their sectors</li> </ol>	<ol style="list-style-type: none"> <li>1. Measure performance according to agreed indicators and targets on a quarterly basis as provided for in this Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. Analyse and capture the underlying reasons why targets have/have not been met as provided for in this Framework</li> <li>2. Where targets have not been met compile a draft recommendation with proposed corrective action</li> <li>3. Submit measurements, analysis and proposed corrective action via the OPMS Manager to the senior management team (see section 7.4)</li> <li>4. Participate in the meeting of senior management at which the completed performance report is discussed</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensure that a quality quarterly performance report is submitted to Exco)</li> <li>2. Compile the annual performance report for his/her Department</li> <li>3. Provide input and assist in the compilation of the Municipality's annual report</li> </ol>	<ol style="list-style-type: none"> <li>1. Attend the Exco meeting at which the quarterly performance report is reviewed and answer any questions Exco might have re the content of the report</li> <li>2. Attend the Council meeting at which Exco reports on the decisions taken in respect of the quarterly performance report and answer any questions Council might have</li> <li>3. Participate in the annual process to review the performance</li> </ol>
	<ol style="list-style-type: none"> <li>1. Providing strategic direction and developing strategies and policies for the organisation</li> <li>2. Managing the development of the IDP</li> <li>3. Develop service plans for their Departments and ensure that it is integrated within the strategy of the organisation</li> <li>4. Managing the development of the Municipality's performance management system as delegated by Exco</li> <li>5. Identify and propose indicators and targets</li> </ol>					

In addition to the above a number of other roleplayers also have a very important role to play in the Municipality's organisational performance management system. Their respective roles and responsibilities are set out elsewhere in the framework. These roleplayers are as follows:

- The Manager responsible for Organisational Performance Management
- The Municipality's Internal Audit
- The appointed Performance Audit Committee
- The appointed Municipal Oversight Committee

The balance of this section looks at each of the stages in more detail and how they will unfold in the process of managing performance in the Municipality. Although the stages and what follows relate mainly to performance management at organisational level, the principles and approaches employed could also be applied to performance management at operational level.

## 6.1 PERFORMANCE PLANNING

The performance of the Mfolozi Municipality at strategic level is to be managed in terms of its IDP. The process of compiling an IDP and the annual review thereof therefore constitutes the process of planning for performance. As part of the IDP process key performance indicators and targets must be adopted for each of the IDP objectives. During the IDP review process the key performance indicators for those objectives that were changed must also be reviewed and amended if need be.

It should be noted that the last component of the cycle is that of performance review and that the outcome of the review (both in-year and annual) process must inform the next cycle of IDP compilation/review by focusing the planning processes on those key performance areas in which the Municipality has under-performed.

## 6.2 PERFORMANCE MONITORING

Performance monitoring is an ongoing process through which a Manager accountable for a specific indicator as set out in the organisational scorecard (and a related service delivery target contained in a SDBIP) continuously monitors current performance against the targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where there is an indication that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

In the instance of Mfolozi, it is recommended that the organisational scorecard of the Municipality as per **Annexure "A"** be reported on an annual basis to the Executive Committee. The various departmental SDBIPs will be reported to the Executive Committee on a quarterly basis. Performance monitoring requires that in between the formal cycle of performance measurement, appropriate action should be taken if it becomes evident through monitoring that a specific performance target is not going to be met. It is therefore proposed that at least on a weekly basis departmental Managers track performance trends against targets for those indicators that lie within their area of accountability in order to identify performance related problems as early as possible and take to take timely and appropriate remedial action.

It is further recommended that each Manager delegate to their direct line manager the responsibility to monitor the performance for his/her sector/section. Such line managers are, after all, best placed given their understanding of their sector to monitor on a regular basis whether targets are currently being met or will be met in future, what is contributing to the current level of performance, or lack thereof, and what interim remedial action needs to be undertaken.

## 6.3 PERFORMANCE MEASUREMENT

Performance measurement refers to the formal process of collecting and capturing relevant and applicable performance data to enable reporting to take place for each key performance indicator and its related targets. Provision has been made in the organisational scorecard for the name of an official to be made responsible for reporting on each indicator (please note that this might not necessarily be the same official accountable for performance on an indicator).

The said official will, when performance measurement is due, have to collect and collate the necessary performance data or information and capture the result/s against the target for the period concerned on the organisational scorecard. These results must be reported to his/her Manager making use of the said scorecard after completing the next stage (see performance analysis below).

#### 6.4 PERFORMANCE ANALYSIS

Performance analysis is about making sense of the measurements collected. It requires interpretation of the measurements as conducted in terms of the previous stage to determine whether targets have been met, not met or exceeded and to project whether or not future targets will be met. Where targets have not been met, performance analysis requires that the underlying reasons therefore should be examined and appropriate corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

In practice the aforementioned entails that the Manager responsible for each indicator will have to, after capturing the performance data against the relevant targets on the organisational scorecard, analyse the underlying reasons why a target has/has not been met and capture a summary of his/her findings on the scorecard. The Manager will then have to draft a

recommendation for the corrective action proposed in instances where a target has not been achieved and also capture this on the relevant scorecard. Provision has been made on the reporting format of the organisational scorecard to capture both the 'reason for the performance status' (in other words the results of the analysis undertaken) and the 'corrective action' proposed.

The completed organisational scorecard must then be submitted to a formal meeting of the senior management team for further analysis and consideration of the draft recommendations of the relevant Managers. This level of analysis should allow for examination of performance across the organisation in terms of all its priorities with the aim of revealing and capturing whether any broader organisational factors are limiting the ability or the municipality to meet any other performance targets in addition to those aspects already identified and captured by the relevant Manager.

The analysis of the organisational scorecard by senior management should also ensure that quality performance reports are submitted to the Executive Committee and that adequate response strategies are proposed in cases of poor performance. Only once senior management has considered the scorecard, agreed to the analysis undertaken and captured therein and have reached consensus on the corrective action proposed, can the organisational scorecard be submitted to the Executive Committee for consideration and review.

#### 6.5 PERFORMANCE REPORTING AND REVIEW

The next two stages in the process of performance management, namely that of performance reporting and performance review, will be dealt with together. This section is further divided into three sub-sections dealing with the requirements for 'in-year' versus annual reporting and reviews and lastly a summary of the various reporting requirements.

#### 6.5.1 IN-YEAR PERFORMANCE REPORTING AND REVIEW

The submission of the scorecard to the Executive Committee for consideration and review of the performance of the Municipality as a whole is the next step in the process. The first such report is a major milestone in the implementation of any OPMS and it marks the beginning of what should become a regular event, namely using the performance report as a tool to assess and review the Municipality's performance and to make important political and management decisions on how the municipality can improve its performance.

As indicated earlier, it is recommended that the scorecard be submitted to the Executive Committee for consideration and review on a bi-annual basis. The reporting should therefore take place in January (for the period July to the end of December and July (for the period January to the end of June).

The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the accounting officer must, by 25 January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

Performance review is the process whereby the leadership of an organisation, after the performance of the organisation has been measured and reported to it, reviews the results and decides on appropriate action to be taken. The Executive Committee, when reviewing the organisational scorecard submitted to it, will have to ensure that the targets committed to in the scorecard have been met, and where they have not, that satisfactory and sufficient reasons for this have been provided by senior management and that the sufficient and appropriate corrective action has been proposed to address the reasons for poor performance. If satisfied with the corrective

action as proposed these must be adopted as formal resolutions of Council and must be minuted and recorded accordingly.

Section 44(4) of the Municipal Structures Act, 1998 (Act 117 of 1998) as amended requires that the Executive Committee must report to Council on all its decisions taken. The outcome of the quarterly performance reviews by the Executive Committee must, in line with this requirement, be reported to the full Council for it to perform its oversight function over the performance of the Municipal Executive and Administration. In doing so Council must review the decisions taken and resolve whether it is satisfied with the corrective action adopted by the Executive Committee. If they are not then the Executive Committee recommendation must be amended accordingly and the amendments minuted and recorded.

#### 6.5.2 ANNUAL PERFORMANCE REPORTING AND REVIEW

A comprehensive report on the performance of the Municipality also needs to be compiled on an annual basis. The requirements for the compilation, consideration and review of such an annual report are set out in chapter 12 of the MFMA. In summary the MFMA requires that:

All municipalities for each financial year compile an annual report which report must include the municipal performance report

The annual report be tabled within seven months after the end of the financial year

The annual report be made public immediately after it has been tabled and that the local community be invited to submit representations thereon

The municipal Council considers the annual report within nine months of the end of the financial year and adopts an oversight report containing the Council's comments on the annual report

The oversight report as adopted be made public

The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the Department responsible for local government in the Province

The annual report as tabled and the Council's oversight report be submitted to the Provincial legislature.

It is important to note that the municipal performance report of a municipality is only one element of the annual report. To ensure that the annual report compilation, tabling and review process is completed in time to inform the next cycle of performance planning in accordance with the IDP compilation/review process, it is recommended that the annual performance report be compiled and completed as soon after the end of each financial year as possible but ideally not later than two months after financial-year end.

The oversight report to be adopted provides the opportunity for the full Council to review the performance of the Municipality in line with its oversight role. The requirement that the annual report, once tabled, and the oversight report be made public also provides a mechanism for the general public to review the performance of the Municipality in line with the community's oversight role.

In order to facilitate the oversight process it is recommended that a municipal oversight committee be established consisting of a selected number of Councillors not serving on the Executive Committee. Council should also consider in line with oversight best practice that the chairperson of the oversight committee be a member of an opposition party.

The oversight committee will be responsible for the detailed analysis and review of the annual report and the drafting of the oversight report. In doing so the committee must establish mechanisms to receive and review representations made by the public on the annual report and also seek inputs from other Councilors and Council portfolio committees. Such mechanisms could involve all or any combination of the following:

Producing a user-friendly citizens' report in addition to the annual report for public consumption. The citizens' report should be a simple, easily readable and attractive document that translates the annual report for public consumption.

Using of various forms of media including radio, newspapers and billboards to convey the annual report.

Inviting the public to submit comments on the annual report via telephone, fax and email.

Holding public hearings in a variety of locations to obtain their input on the annual report.

Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments.

Debating the annual report at a meeting of the IDP Representative Forum

Hosting a number of public meetings or roadshows at which the annual report could be discussed and input invited.

Producing a special issue of the municipal newsletter in which the annual report is highlighted and the public are invited to comment.

Posting the annual report on the council website and inviting input

It is further proposed that the oversight committee functions as a standing committee on municipal accounts (municipal 259cope). As such the committee must examine:

- the financial statements of all executive organs of Council;
- any audit reports issued on those statements;
- any reports issued by the AG on the affairs of any municipal entity; and



- any other financial statements or reports referred to the committee by Council.

And

- may report on any of those financial statements or reports to Council;
- may initiate any investigation in its area of competence; and
- must perform any other oversight function assigned to it by resolution of Council.

*As the oversight committee performs an oversight function on behalf of Council it is not a duplication of, and must not be confused with either the audit committee or the finance portfolio committee. The audit committee is an independent advisory body that advises Council and the Executive on financial and risk matters and can act as an advisory body to the oversight committee. The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.*

#### 6.5.3 SUMMARY OF VARIOUS PERFORMANCE REPORTING REQUIREMENTS

The following table, based on the legislative framework for performance management and this OPMS framework, provides a summary of the various performance reporting deadlines which apply to the Municipality:

**Table 46: Various Performance Reporting Deadlines**

Report	Frequency	Submitted for consideration and/or review to	Remarks
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Report	Frequency	Submitted for consideration and/or review to	Remarks
1. SDBIP's	Quarterly	Executive Committee	See MFMA Circular 13 of National Treasury for further information
2. CoGTA Datasheets	Quarterly	KZN CoGTA	Required by KZN CoGTA
3. Monthly budget statements	Monthly	Mayor (in consultation with Exco)	See sections 71 and 54 of the MFMA
4. Organisational Scorecard	Annually	Executive Committee and then in terms of an Exco report to full Council	This OPMS framework (see section 7.5.1 above)
5. Implementation of the budget and financial state of affairs of the Municipality	Quarterly	Council	See section 52 of the MFMA
6. SDBIP mid-year budget and performance assessment	Annually during January of each year	Mayor (in consultation with Exco)	See sections 72 and 54 of the MFMA

Report	Frequency	Submitted for consideration and/or review to	Remarks
7. Performance report	Annually	Council	See section 46 of the Municipal Systems Act as amended. Said report to form part of the annual report (see 7 below)
8. Annual report	Annually	Council	See chapter 12 of the MFMA

## 7. COUNCIL AND COMMUNITY OVERSIGHT

One of the objectives of the performance management system is to support oversight by the Council and community over the performance of the Executive Committee and Municipal Administration. The cycle of performance management as set out at the beginning of this section also highlights the importance of Council and community oversight in each of the stages of the cycle. It is therefore important to reflect briefly on this aspect and how it relates to the cycle and process of performance management in the Mfolozi Municipality.

Oversight refers to the role of legislatures and citizens in monitoring and reviewing the actions of executive organs of government for efficiency, probity and accountability. The general purpose of oversight is to ensure that government policies are properly and efficiently implemented, that government departments run smoothly and in line with their democratic mandate and that the law is upheld. Oversight is exercised in the interests of society in general and should ensure that the considerable powers that

government executives and administrations assume are monitored to avoid abuse and under-performance.

In the municipal context oversight has two facets namely internal and external. The internal dimension refers to the oversight of Council over the performance of the Executive Committee and the Municipal Administration in line with the separation of powers between the Council, the Executive and the Administration. The external dimension refers to the community and other spheres of government's oversight over the performance of a municipality as a whole. In this framework the oversight role of the Council and community is dealt with in the table included at the beginning of section 7.5 as well in sub-section 7.5.2 above.

It is important to note that reporting on performance as provided for in this framework will not in itself enable Councilors to fully exercise their internal oversight role effectively. Not everything a Department does would be reflected in quarterly performance reports or lends itself to review through key performance indicators and targets. It is therefore important for each of the Departments to, in addition to the required performance reports; submit monthly progress reports to the relevant Portfolio Committee of Council dealing with the broader activities of each Department during the preceding month.

For further guidance in respect of the oversight function at the municipal sphere of government the following resources would be of assistance:

The "Towards a Framework for Councilor Oversight" publication produced by the KwaZulu-Natal Department of Local Government and Traditional Affairs.

MFMA Circular no. 56 of 2003 as issued by National Treasury.

## 8. THE ROLE OF INTERNAL AUDIT IN TERMS OF PERFORMANCE MANAGEMENT

The MFMA requires that the Municipality must establish an internal audit section. This service could be outsourced depending on its resources and specific requirements. Section 45 of the Municipal Systems Act stipulates that the results of the Municipality's performance measures must be audited by the internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance management Regulations stipulates that the internal audit section must, on a continuous basis, audit all performance and this must include an assessment of the following:

- (i) The *functionality* of the municipality's performance management system.
- (ii) Whether the municipality's performance management system *complies* with the Act.
- (iii) The extent to which the municipality's performance measurements are *reliable* in measuring the performance of municipalities by making use of indicators.

Each of the aforementioned aspects will now be looked at briefly.

### Functionality

To function can be defined as a proper or expected activity or duty or to perform or operate as expected (Chambers Handy Dictionary). This could also be applied to the operation of any system such as an OPMS. The internal audit section must therefore on a regular basis audit whether the OPMS of the Municipality is functioning as intended and described in this framework.

### Compliance

To comply can be defined as to act in the way that someone else has commanded or intended (Chambers Handy Dictionary). In this respect it is clear that the intention of the legislature is for the Municipality's OPMS to comply strictly with the requirements of the Systems Act, Regulations and the MFMA. This compliance check would require that the Municipality's internal audit unit, on at least an annual basis, verifies that the Municipality's OPMS complies with the said legal requirements.

### Reliability

To rely can be defined as to trust or depend upon with confidence. Reliability in the context of OPMS refers to the extent to which any performance measures reported upon can be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or, even worse, purposeful misrepresentation. Undertaking a reliability audit will entail the continuous verification of performance measures and targets reported upon. This will require that the Municipality sets in place a proper information management system (electronically or otherwise) so that the internal audit section is able to access information regularly and to verify its correctness (see section 9.2 for more on data management).

The Municipality's internal auditors must submit quarterly reports on the audits undertaken to the Municipal Manager and the (performance) Audit Committee.

## 8.1 AUDIT COMMITTEE

The MFMA and the Municipal Planning and Performance Management Regulations require that the Municipal Council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council shall also appoint a chairperson who is not an employee.

The Regulations give municipalities the option to establish a separate *performance* audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by Section 14 (2-3) of the Regulations which require that the audit committee must:

Review the quarterly reports submitted to it by the internal audit unit

Review the municipality's OPMS and make recommendations in this regard to the Council of the Municipality

At least twice during a financial year submit an audit report to the Municipal Council

In order to fulfill their function a (performance) audit committee may, according to the MFMA and the Regulations,

Communicate directly with the Council, Municipal Manager or the internal; and external auditors of the municipality concerned;

Access any municipal records containing information that is needed to perform its duties or exercise its powers;

Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and

Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

The Mfolozi Municipality has already established a Performance Audit Committee and it is recommended that their responsibility in terms of performance management be as set out in the MFMA, Regulations and this framework.

## 8.2 PERFORMANCE INVESTIGATIONS

The Performance Audit Committee should also be able to in consultation with Council commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess:

The reliability of reported information

The extent of performance gaps from targets

The reasons for performance gaps

Corrective action and improvement strategies

While the internal audit section may be used to conduct these investigations, it is preferable that external service providers, who are experts in the area to be investigated, be used. Clear terms of reference will need to be adopted by the Council for each such investigation.

## 9. GENERAL ISSUES RELATING TO PERFORMANCE MANAGEMENT

The following general issues related to performance management need to be considered in implementing the OPMS of the Municipality:

### 9.1 MANAGING PERFORMANCE RELATED DATA

Monitoring and reporting on municipal performance requires the collecting, collating, capturing and recording of a multitude of performance related data. This includes information on key performance indicators, baselines and backlogs, the targets set against each indicator and the actual performance of the municipality over a period of time against each key performance indicator and related target.

The data must be easily accessible for the purpose of extracting it for local, provincial and national reporting requirements as well as for the compilation of the municipal annual performance report which forms part of the municipal annual report compiled in terms of the MFMA. It is also required to facilitate the auditing of performance measures as per the Municipal Systems Act and the 2001 Municipal Planning and Performance Management Regulations.

Data management systems vary from basic proper record keeping, making use of spreadsheets and/or databases to implementing advanced data management and information systems that integrate data across various platforms and extract it as and when required.

## 9.2 ANNUAL REVIEW OF THE PERFORMANCE MANAGEMENT SYSTEM

As stated earlier, one of the functions of the Performance Audit Committee is to on at least an annual basis, review the OPMS of the Municipality. It is envisaged that after the full cycle of the annual review and reporting is complete and the Performance Audit Committee has met as required; the internal audit section will compile a comprehensive assessment/review report on whether the Municipality's OPMS meets the systems' objectives and principles as set out in this framework and whether the system complies with

the Systems Act, OPMS Regulations and the MFMA. This report then need to be considered by the Performance Audit Committee and any recommendations on amendments or improvements to be made to the OPMS should be submitted to the Council for consideration.

The Municipal Systems Act also requires the Municipality to evaluate its OPMS annually. The review undertaken by the audit committee and its recommendations could serve as input into this wider municipal review of the OPMS and it is proposed that after the full cycle of the annual review is complete, the Municipal Manager should initiate an evaluation report, taking into account the input provided by departments and the outcome of the review undertaken by the Performance Audit Committee. The report will then be discussed by the Management Team and finally submitted to the Council for discussion and approval.

## 9.3 AMENDMENTS TO KEY PERFORMANCE INDICATORS AND TARGETS

The Municipality will have to adopt a policy on amendments to indicators and targets. It is recommended that such amendments may be proposed but be subject to the approval of the Executive Committee in consultation with the Municipal Manager before being adopted.

## 9.4 INTEGRATING OPMS WITH THE COUNCIL'S EXISTING MANAGEMENT CYCLE

International best practice indicates that an OPMS has the best chance of succeeding if it is integrated with the current management cycle of a Municipality. The purpose of such an approach would be to ensure and guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved OPMS and this framework.

The Mfolozi Municipality's OPMS Scorecard will be integrated into the IDP by means of aligning the two documents with each other. The IDP referencing used in the OPMS Scorecard will reflect strategic programmes in the IDP, but will refer to the first level of referencing in the case of operational projects not specifically identified in the IDP.

## 9.5 INSTITUTIONAL ARRANGEMENTS

Implementing the OPMS according to this framework will require proper co-ordination and administrative support. It is therefore important to designate an official to be responsible for managing and oversee the process at organisational level on behalf of the Municipal Manager.

This official should ideally will be situated in the Office of the Municipal Manager and in the same unit responsible for overseeing and managing the IDP process. To assist the Mfolozi Municipality in Performance Management, a consultant, Hlombe Investments, has been appointed to assist with performance management for the 2010/2011 financial year.

It is very important to note that it would not be the consultant's responsibility to monitor, measure, analyse and report on performance but only to facilitate and support the process and to ensure that the required data is collated and available for analysis and review as per this framework on behalf of the Deputy Municipal Manager.

At an individual level the responsibility for co-ordination, administration and record keeping should be the responsibility of the Manager responsible for human resource management.

The Municipality also needs to ensure that its internal audit section is capacitated to deal with the additional responsibilities it has in terms of performance management over and above its traditional financial audit responsibilities.

## 10. Conclusion

In conclusion it must be emphasised that there are no definitive solutions to managing municipal performance. The process of implementing a performance management system must be seen as a learning process, where the Mfolozi Municipality must continuously improve the way the system works to fulfil the objectives of the system and address the emerging challenges arising from a constantly changing environment.

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## 2. ORGANISATIONAL PERFORMANCE MANAGEMENT SCORECARDS FOR 2013/2014

Table 47: Municipal Manager – Scorecard 2013/2014

KPA

1. IMPROVED BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENTS

2. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT

4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

5. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

TIME SCALE:

2013/2014

OBJE CTIVE	KEY PERFO RMAN CE INDIC ATOR	FRE QUE NCY	BASE LINE (BAC KLOG )	TARGETS AND ACTUAL									REASO NS FOR PERFO RMAN CE STAT US	PROP OSED CORR ECTI VE ACTI ON	WEI GHTI NG	ASSESSMENT			FI N AL SC O RE
				2013/2014												SELF ASSE SSME NT	POR TFO LIO OF EVID ENCE	SUPE RVIS ORS SCOR E	
				ANNU AL	Q1 TARG ET	Q1 AC TU AL	Q2 TARG ET	Q2 AC TU AL	Q3 TARGE T	Q3 AC TU AL	Q4 TARG ET	Q4 AC TU AL							
1. IMPROVED BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENTS																			
1.1 To improve effectiveness and efficiency PMS syste	Perfor mance Manag ement System develo ped and finalise d by	Annu ally	Perfor manc e Mana geme nt Syste m in place	Counc il adopt ed review ed Perfo mance Manag ement	Call for propo sal for a PMS Servic e Provi der. Prepa		Servic e provi der appoi nted and PMS ongoi ng.		Prepar e for PMS 3rd Quarte r Report ing Jan.- March		PMS finaliz e 4th Quart er Repor ting for Apr.- June			5%					



m as per the regulations of 2006	30/06/2014			Frame work by 30/06/2014	re PMS 1st Quarter Reporting Jul-Sept. 2013		Prepa re for 2nd Quart er Repor ting. Oct-Dec. 2013		2014		2014							
1.2 To align the organisational structure to the IDP	Alig ned Organi sation al structu re to the IDP	Quart erly	Organ isatio nal Struct ure Updat ed and appro ved by ExCo	Updat e Organi sation al Struct ure June 2013	Revie w of Organ isatio nal Struct ure depar tment ally		Subm it organ isatio nal propo sal to Exco		Align organis ational structu re with IDP		submi t repor t on the appro ved organ isatio nal struct ure			5%				
1.3 To improve the alignment of OPMS to IDP as per the regulations of 2006	Facilit ate the OPMS to be aligne d to IDP & compile SMAR T princip les	Annu ally	Last years Organ isatio nal Perfor manc e Mana geme nt Syste m in place	Counc il adopt ed revie wed Organi sation al Perfo mance Manag ement Frame work by	Call for propo sal for a OPMS from the Servic e Provi der.		Servic e provi der appoi nted and to condu ct the align ment of OPMS .		Prepar e for OPMS bi-annual report for submit ion to the sterrin g commi ttee		OPMS annua l repor t submi tted for the compi lation of the Annu al Repor t			5%				

				30/06/2014						2013/14.								
<b>2. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>																		
2.1 To improve the organizational culture and community participation through workshopping the ward committees	Review of Policy on the establishment and functioning for ward committees governance programme	Quarterly	Reviewed Policy on ward committees	Council adopted reviewed Policy on Ward Committees by 30/06/2014	Collate all information pertaining to the Ward Committee Policy		Draft Ward Committee Governance Policy be finalized		Ward Committee Policy submitted to Exco for recommendation		Council resolution with reference to the ward committee policy finalized.			6%				
2.2 To develop staff skills to ensure effective	Implemented workplace Skills Development Plan	Annually	WSP Completed	WSP in place by 30/06/2014	Implement the WSP		Implement the WSP		Review the WSP					6%				

service delivery																		
2.3 To ensure that a HR Policy / Plan is reviewed through CoGT A MTAS	HR Policy be reviewed for 2013/14.	Annually	CoGT A through MTAS to review the HR Policy / Plan.	HR Policy Plan works hoppe d by 30/06 /14	Request qoutations for the works hop to take place		Appoint Service Provider to do the works hop		Workshop on HR Policy/ Plan finalized	Item submitted to Council for competition			6%					
2.4 To minimize the effect of natural and other disasters on communities	Workshop and review of the Disaster Management Plan	Annually	DMP approved by ExCo by 30/06 /2014	Appoint consultants to works hop and review the Disaster Management Plan. Liase with SAP	Call for proposals for the works hop and review of the DMP. Set up annual schedule		Appoint Service Provider to do the works hop and review of the DMP. Quarterly meetings to		Draft review and works hop completed. Quarterly meetings to take place	Submit item to Council on the works hop and review of the Council on the minutes of			6%					

				and community to set up a Disaster Mangt strategy for communication startegy	for the year 2013/2014		take place				the quarterly meetings							
<b>3. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT</b>																		
3.1 To reduce the impact of HIV/AIDS on communities	Review & Workshop their/ AIDS Strategy through LAC Committee	Annually	Workshopped & Reviewed HIV/AIDS Strategy finalized	Workshopped and reviewed HIV/AIDS Strategy in place by 30/06/2014	Call for proposal for the Workshop and reviewed of the HIV/AIDS Strategy		Appoint Services Provider to Workshop & Review the HIV/AIDS Strategy		Workshop & Review of HIV/AIDS Strategy completed		Item submitted to Council on the reviewed HIV/AIDS Strategy.				5%			

	Awareness campaigns and community gardens for HIV/AIDS													6%					
3.2 To provide efficient and effective administrative support to all documents	Timeous delivery of agendas and minutes	Quarterly	Delivery Agendas/minutes	Agendas and minutes timeously compiled, printed and reproduced.	1st Quarter Agendas/Minutes Finalized (Jul-Sept.) 2010		2nd Quarter Agendas/Minutes for Oct-Dec 2010		2nd Quarter Agendas/Minutes Finalized (Jan-March 2011)		3rd Quarter Agendas/Minutes Finalized (April-June 2011)			7%					
3.3 To establish a Drivers Licence Testing Centre	DLTC to be established subject to the DOT's approval of the said	Annually	Application submitted to Department of Transport	Application submitted to DOT	Site Visit on the approval of the DLTC		Renovations Task Team to finalize Renovations		Renovations in progress / launch to be finalized		Item submitted to Council			7%					

	application																	
<b>4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>																		
4.1 To provide sound financial administration of the department to ensure compliance with MFM A	Expenditure within the budget parameters	Quarterly	Departmental budget	Expenditure within budget parameters by 30/06/11	Controls over expenditure for budget parameters		Review the mid year budget		Controls over expenditure for budget parameters		Report to council on the expenditure on the votes			4%				

4.2 To develop a Business Plan for a Traffic Testing Centre.	Draft Business Plan to be done by 30/06/2012	Annually	BP of the Traffic Testing Centre to be submitted to Corridor Funding for approval.	Collation of Information for Draft Business to be done for funders.	Designs and Information being finalized for BP for funders.		Draft BP being finalized.		BP submitted to funders.		BP submitted to Council				5%				
<b>5.GOOD GOVERNANCE AND COMMUNITY PARTICIPATION</b>																			
5.1 To improve the organizational culture and community participation through workshops	Review of policy on the establishment and functioning forward committees in Kwazulu Natal Municipality	Quarterly	Reviewed Policy on ward committees	Council adopted reviewed Policy on Ward Committees by 30/06/2014	Collate all information pertaining to the Ward Committee Policy		Draft Ward Committee Policy be finalized		Ward Committee Policy submitted to Council		Council resolution with reference to the ward committee policy finalized.				7%				

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**Table 48: Chief Financial Officer – Scorecard 2013/2014**



DEPARTMENT: FINANCE DEPARTMENT :POSITION: CHIEF FINANCIAL OFFICER

KPA :1. IMPROVED BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENTS

2. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT

4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

5. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

TIME SCALE:

2013/2014

OBJECTIVE	KEY PERFORMANCE INDICATOR	FREQUENCY	BASELINE (BACK LOG)	TARGETS AND ACTUAL									REASONS FOR PERFORMANCE STATUS	PROPOSED CORRECTIVE ACTION	WEIGHTING	ASSESSMENT			FINAL SCORE
				2013/2014												SELF ASSESSMENT	PORTFOLIO OF EVIDENCE	SUPERVISORS SCORE	
				ANNUAL	Q1 TARGET	Q1 ACTUAL	Q2 TARGET	Q2 ACTUAL	Q3 TARGET	Q3 ACTUAL	Q4 TARGET	Q4 ACTUAL							
1. IMPROVED BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENTS																			
1.1 To ensure that Mbonambi residents receive free basic services consistent with National Policy.	Indigent Policy implemented	Quarterly	To review the indigent policy	List of all in the municipality receiving free basic services	Service Provider appointed to review the Indigent Policy		50% implemented		Implementation of the Policy and finalisation of the register		80% implementation and submission of the Age Analysis			3%					

1.2 To ensure that Mbonambi residents and the town receive waste services effectively and sufficiently	Revenue collected through waste services	Quarterly	Service provider was appointed to remove waste to regional waste site	65% Waste revenue collection	30% collection	55% collection	Collection rate was improved	60% - Revenue collection	2%									
<b>2. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>																		
2.1 To fully comply with all financial prescriptions.	Finance Department functions executed	Annually	Convert Grap to Gamap system	Report providing financial control systems effectively executed	Consolidation of the Treasury reports on quarterly	Review expenditure through the budget	3rd quarter reports to be submitted	AFS to be submitted to the AG	3%									
2.2 To promote sound financial management by complying with the MFMA 56 of 2003	Compliance with the MFMA	Annually	to Convert Grap to VENUS system		Ledger Reports be submitted to FPC	Review expenditure through the budget	3rd quarter reports to be submitted	Expenditure Reports compiled the final report	3%									

3. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT																		
3.1 To investigate strategies for attracting new businesses and retaining existing ones.	Revenue enhancement strategy	Quarterly	SP to be appointed to do Revenue strategy		30% Revenue collection		60% Revenue collection		Appointment of the service provider to develop the revenue strategy		80% collection , Age analysis to be reviewed				4%			
3.2 To manage preparation and implementation of the IDP projects to ensure delivery of services according to targets set	IDP reviewed on annual basis	Annually	reviewed and funding the IDP 2014/15	100% IDP Funded Projects Implemented	40% projects funded on the IDP		60% projects funded on the IDP		80% projects funded on the IDP		90% projects funded on the IDP				4%			
3.3 Develop Investment & Marketing Strategy	Investment & Marketing Strategy implemented by 30/06/2012	Annually	No strategy in place	Investment Strategy Implemented 30/06/2014	The service provider to be appointed		Exco approval of the strategy		Implementation of the strategy		Reports on the strategy				4%			

3.4 To develop business plans that can source funding for municipality	Developed Business Plans	Annually	To develop Business Plans		Advert for Service Provider		Appointment of Service Provider		Business plans approved by Manco		Business plans approved by Exco				4%				
<b>4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>																			
4.1 To compile annual budget.	Annual Budget approved	Annually	Have budget that is aligned to the IDP	Annual Budget aligned to the IDP and approved by Council	Implementation of the budget according IDP		Service delivery must be highlighted from the Financial point of view		75% of the budget implemented		85% implementation				8%				
4.2 To ensure that all corporate decisions, programs, budget and expenditure framework are aligned to the IDP priorities.	Financial plan be approved	Annually	Financial Plan in place	Financial Plan developed & approved by 30/06 2014	Service Provider appointed to develop the Plan		Approval by Exco		70% of the implementation		Reports to be forwarded to Exco for adoption				6%				

4.3 To ensure that the Municipality has an up to date asset register	Submission of up to dated asset register to Exco for approval by 30/12/2014	Annually	Previous FY asset register	Asset register approved by EXCO	Reviewing the asset register to include the additions		to review and update the asset register		Submission to Exco	Approval of the register by Exco				6%				
4.4 To ensure the promotion of sound financial management by complying with the MFMA 56 of 2003.	Compliance with MFMA	Annually	Input into Budget	Compliance with MFMA Fully reports to This effect by 30/06/2014	Implementation of the budget according IDP		40% implementation of the projects		Review of the budget half yearly	Exco approval				7%				
4.5 To provide sound financial administration of the section to ensure it operates within budget parameters.	Expenditure within budget parameters.	Quarterly	Departmental budget	Report on expenditure within budget parameters	Implementation of the budget according IDP		Review of the budget		80% of the implementation	Approval of the draft budget by Exco				5%				

5.GOOD GOVERNANCE AND COMMUNITY PARTICIPATION																		
5.1 To promote sound financial management by complying with the MFMA 56 of 2003.	Compliance with MFMA	Annually	valuation roll		Training of GRAP principles		Implementation of GRAP on the Financial		Ongoing implementation		GRAP/Financial systems finalised				8%			
5.2 To have a sound municipality annual report	Municipal Annual Financial Report	Quarterly	Financial Reports submitted on financial year	Prepared annual report by 30/06/2014	Monthly submission of reports to Treasury		Preparation of AFS		Finalising audit with AG's office		Consolidation of all info of the Annual Report				7%			
5.3 To develop SDBIP and submit to Mayor	Service Delivery Budget Implementation Plan	Annually	SDBIP aligned with the PMS	SDBIP developed and approved by 30/06/2014	Alignment of SDBIP and OPMS		Report of alignment of SDBIP, OPMS and PMS		2014/15 SDBIP submitted to Manco		2014/15 Manco approved SDBIP submitted to the Mayor				6%			

**Table 49: Director Technical Services – Scorecard 2013/2014**

DEPARTMENT: TECHNICAL SERVICES :POSITION: TECHNICAL SERVICES DIRECTOR

KPA :1. IMPROVED BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENTS

2. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

3. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT

4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

5. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION

TIME SCALE: "2013/2014

TIME SCALE: 2013/2014																			
OBJECTIV E	KEY PERFORM ANCE INDICATO R	FREQUE NCY	BASELIN E (BACKLO G)	TARGETS AND ACTUAL									REASONS FOR PERFORM ANCE STATUS	PROPOS ED CORREC TIVE ACTION	WEIGHT ING	ASSESSMENT			FIN AL SCO RE
				2013/2014												SELF ASSESSM ENT	PORTFO LIO OF EVIDEN CE	SUPERVIS ORS SCORE	
				ANNUAL	Q1 TARGE T	Q1 ACTUAL	Q2 TARGET	Q2 ACTUAL	Q3 TARG ET	Q3 ACTU AL	Q4 TARGET	Q4 ACTU AL							
1. IMPROVED BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENTS																			
1.1 To ensure that the co-ordination of a successful construction of the intersection at N2 and MR232	Proof of facilitation documents of this process	Bi-annual	Memorandum of agreement signed between SANRA and Mfolozi Municipality and progress of action made	Coordinate construction progress and action taken	Monthly site meetings		Report progress to TSPC and Council		Monthly site meetings		Report progress to TSPC and Council			4%					
1.2 To ensure that roads and storm water are in good working condition	Implement Maintenance Plan for roads and storm water	Bi-annually	Maintenance plan	Detailed report proving maintenance of 270 Km			270 Km roads maintained				270 Km roads maintained			4%					

1.3 To ensure that Mbonambi residents and the town receive waste services effectively and sufficiently	Waste management plan implemented	Quarterly	Waste Management Plan in place	Solid Waste removed from 500 households within KwaMbonambi town	Appoint SP for review		Review submitted to Council		Prepare business plans for funding of transfer stations		Appointment of SP for construction				2%				
	Timeous removal of waste from the transfer station to the regional waste site.	Quarterly	Service Provider appointed	Removal of Waste from the transfer station to the regional waste site on weekly bases	Removal of 1000 m3 of Garden waste		Removal of 1000 m3 of Garden waste		Removal of 1000 m3 of Garden waste		Removal of 1000 m3 of Garden waste				2%				
	Town Cleanliness	Quarterly	The town is kept clean at all times	Town to be maintained clean at all times	Kitchen refuse removal twice a week. Grass cutting and tree felling and litter picking.		Kitchen refuse removal twice a week. Grass cutting and tree felling and litter picking.		Kitchen refuse removal twice a week. Grass cutting and tree felling and litter picking.		Kitchen refuse removal twice a week. Grass cutting and tree felling and litter picking.				2%				
1.4 To ensure that Mbonambi residents receive free basic services consistent with National Policy	Number of households that receive free basic water services.	Annually	Indigent policy finalised	All indigent households to receive FBS by 30/06/14	Report to CoGTA		Report to CoGTA		Report to CoGTA		Report to CoGTA and Council				2%				



	Number of households with VIP toilets	Annually		All indigent households to receive FBS by 30/06/14	Report to CoGTA		Report to CoGTA		Report to CoGTA		Report to CoGTA and Council				2%				
	Number of households that receive free basic electricity	Annually		All indigent households to receive FBS by 30/06/14	Report to CoGTA		Report to CoGTA		Report to CoGTA		Report to CoGTA and Council				2%				
	Plan for alternative energy types	Annually	Alternative energy budget approved	Plans for all targets areas for current financial year											2%				
	Housing business plans prepared and submitted to the Department of Housing.	Annually	Plans to be submitted to DOH		2 BP's submitted		2 BP's submitted		1 BP's submitted		Report to PMU - Council				2%				
1.5 To implement all projects within the IDP under MIG funding	Number of projects implemented on MIG funding	Annually	MIG project list established and business plans approved	Ensure the full utilisation of the Municipal Infrastructure Grant	15% of budget spent		40% of budget spent		80% of budget spent		100% of budget spent				4%				
<b>2. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>																			
2.1 Ensure the sustainability and protection of the Municipality's Natural Resources	Prepare and implement a Municipal Environmental Management Framework	Annually	District EMF in place	Develop and approve environmental management plan by 30/06/14	Apply for funding	Funding approved and SP appointed	Municipality's natural resources protection plan to be developed	Framework for municipality's natural resources protection submitted	To advertise for service provider	Appoint Service Provider	To submit to EXCO and Environmental Plan	Appoint SP provided funding approval			5%				

2.2 To ensure that the Valuation Roll is reviewed on an annual basis	Valuation Roll	Annually	General Valuation Roll in place. SP appointed for SV Roll	Valuation Roll reviewed and ready for implementation for the 2013/14 financial year		Service Provider appointed	Implementation of SV Roll to be developed	Supplementary roll developed and submitted to EXCO for approval	SV Roll submitted to Council						3%				
<b>3. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT</b>																			
3.1 To manage all LED initiatives in the municipality to ensure reduction of unemployment within the municipality.	5% reduction in unemployment figures through implementation of Mayoral projects.	Annually	LED strategy to be reviewed by 30 June	LED strategy developed with aspects which ensure provision of employment		Service Provider appointed to develop the LED strategy	Mayoral projects developed and approved	submission of draft LED strategy	Draft of the reviewed LED strategy submitted to management						5%				
3.2 To promote SMME development in the Municipality	Increased establishment of SMMEs in the Municipality	Annually	SMME Audit in place	Audited database of SMME's in the Municipality by 20/06/2014		Coordinate completion of the database	No. of new registrations submitted	Audit plan and programme for SMME's to be developed	Final SMME audit within the municipality submitted						5%				
3.3 To manage the implementation of low income housing.	Planning Approvals	Quarterly	1 Project at closeout. 7 Trenches 1 approvals. 2 Trenches 2 approvals			2 Trenches 1 approvals.		2 Trenches 1 approvals. 1 Trench 2 approval.	1 Trench 1 approval. 2 Trenches 2 approvals.						6%				
	Number of houses transferred to beneficiaries	Quarterly	Housing beneficiary list in place			120 Houses		240 Houses	240 Houses										

4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																		
4.1 To provide sound financial administration of the department to ensure it operates within budget parameters	Expenditure within budget parameters	Quarterly	Departmental Budget	Reduction of over expenditure queries reduced compared to the previous year	Reduction of over expenditure queries from the AG audit compared to the previous year	Monthly and quarterly financial statements reflect the reduction of over expenditure queries	Reduction of over expenditure queries in the first quarter financial statement/audit	Monthly financial statement reflect the reduction of over expenditure compared to the first quarter							4%			
4.2 To ensure the promotion of sound financial management by complying within the MFMA 56 of 2003	Compliance with MFMA	Annually	Input into budget												4%			
4.3 To ensure that Mbonambi residents receive free basic services consistent with National Policy.	Indigent Policy implemented	Annually	To review the indigent policy												4%			
5.GOOD GOVERNANCE AND COMMUNITY PARTICIPATION																		
5.1 To ensure that the Council complies with legislation of Occupational Health & Safety	Developed Occupational Health & Safety Plan	Bi-Annually	Fire extinguishers serviced	Serviced and maintained and monitored safety equipment		Quarterly service complete	Extinguishers services by external SP	Inspection of extinguisher and other safety equipment conducted by the Service Provider in second quarter and the report							5%			

								submitted in January											
5.2 To manage preparation and implementation of the IDP projects to ensure delivery of services according to targets set.	IDP reviewed and approved by 30/05/2014	Annually	Approved IDP 2012/13	New IDP for the next 5 years developed	Develop process plan	Process plan submitted in time	Public participation and workshop Councilors	On date workshop conducted	Complete Draft IDP and submit to Council						5%				
5.3 To facilitate community development and involvement in all aspects of local governance	IDP Road Shows	Quarterly	Roll out of IDP Road shows			Program schedule	3 Roadshows	3 sets of minutes for 3 roadshows							5%				

**Table 50: Director Corporate Services – Scorecard 2013/2014**

POSITION: DIRECTOR OF CORPORATE SERVICESKPA																			
1. IMPROVED BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENTS																			
2. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT																			
3. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT																			
4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT																			
5. GOOD GOVERNANCE AND COMMUNITY PARTICIPATION																			
TIME SCALE:2013/2014																			
OBJECTIV E	KEY PERFORM ANCE INDICATO R	FREQUE NCY	BASELINE (BACKLO G)	TARGETS AND ACTUAL									REASONS FOR PERFORM ANCE STATUS	PROPOS ED CORREC TIVE ACTION	WEIGHT ING	ASSESSMENT			FIN AL SCO RE
				2013/2014												SELF ASSESSM ENT	PORTFO LIO OF EVIDEN CE	SUPERVIS ORS SCORE	
				ANNUAL	Q1 TARGET	Q1 ACTU AL	Q2 TARGET	Q2 ACTU AL	Q3 TARGET	Q3 ACTU AL	Q4 TARGET	Q4 ACTU AL							
1. IMPROVED BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENTS																			
1.1 To improve effectiveness and efficiency PMS system as per the regulations of 2006	Performance Management System developed and finalised by 30/06/2014	Annually	Performance Management System in place	Council adopted reviewed Performance Management Framework by 30/06/2014	Call for proposal for a PMS Service Provider. Prepare PMS 1st Quarter Reporting Jul-Sept. 2013		Service provider appointed and PMS ongoing. Prepare for 2nd Quarter Reporting. Oct- Dec. 2013		Prepare for PMS 3rd Quarter Reporting Jan.-March 2014			PMS finalize 4th Quarter Reporting for Apr.- June 2014			5%				

1.2 To align the organisational structure to the IDP	Aligned Organisational structure to the IDP	Quarterly	Organisational Structure Updated and approved by ExCo	Update Organisational Structure June 2013	Review of Organisational Structure departmentally		Submit organisational proposal to Exco		Align organisational structure with IDP		submit report on the approved organisational structure				5%				
1.3 To improve the alignment of OPMS to IDP as per the regulations of 2006	Facilitate the OPMS to be aligned to IDP & compile SMART principles	Annually	Last years Organisational Performance Management System in place	Council adopted reviewed Organisational Performance Management Framework by 30/06/2014	Call for proposal for a OPMS from the Service Provider.		Service provider appointed and to conduct the alignment of OPMS.		Prepare for OPMS bi-annual report for submission to the steering committee		OPMS annual report submitted for the compilation of the Annual Report 2013/14.				5%				
<b>2. TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT</b>																			
2.1 To improve the organizational culture and community participation through workshopping the ward committees	Review of Policy on the establishment and functioning for ward committees governance programme	Quarterly	Reviewed Policy on ward committees	Council adopted reviewed Policy on Ward Committees by 30/06/2014	Collate all information pertaining to the Ward Committee Policy		Draft Ward Committee Governance Policy be finalized		Ward Committee Policy submitted to Exco for recommendation		Council resolution with reference to the ward committee policy finalized.				6%				
2.2 To develop staff skills to ensure effective service delivery	Implemented workplace Skills Development Plan	Annually	WSP Completed	WSP in place by 30/06/2014	Implement the WSP		Implement the WSP		Review the WSP						6%				

2.3 To ensure that a HR Policy / Plan is reviewed through CoGTA MTAS	HR Policy be reviewed for 2013/14.	Annually	CoGTA through MTAS to review the HR Policy/ Plan.	HR Policy Plan workshop ped by 30/06/14	Request quotations for the workshop to take place		Appoint Service Provider to do the workshop		Workshop on HR Policy/ Plan finalized		Item submitted to Council for competition				6%				
2.4 To minimize the effect of natural and other disasters on communities	Workshop and review of the Disaster Management Plan	Annually	DMP approved by ExCo by 30/06/2014	Appoint consultants to workshop and review the Disaster Management Plan. Liase with SAP and community to set up a Disaster Mangt strategy for communication startegy	Call for proposals for the workshop and review of the DMP. Set up annual schedule for the year 2013/2014		Appoint Service Provider to do the workshop and review of the DMP. Quarterly meetings to take place		Draft review and workshop completed. Quarterly meetngs to take place		Submit item to Council on the worshop and review of the Council on the minutes of the quarterly meetings				6%				
<b>3. SOCIAL AND LOCAL ECONOMIC DEVELOPMENT</b>																			
3.1 To reduce the impact of HIV/AIDS on communities	Review & Workshop their/AIDS Strategy through LAC Committee	Annually	Workshopped & Reviewed HIV/AIDS Strategy finalized	Workshop ped and reviewed HIV/AIDS Startegy in place by 30/06/2014	Call for proposal for the Workshop and reviewed of the HIV/AIDS Strategy		Appoint Services Provider to Workshop & Review the HIV/AIDS Strategy		Workshop & Review of HIV/AIDS Strategy completed		Item submitted to Council on the reviewed HIV/AIDS Strategy.				5%				
	Awareness campaigns and community gardens for HIV/AIDS														6%				

3.2 To provide efficient and effective administrative support to all documents	Timeous delivery of agendas and minutes	Quarterly	Delivery Agendas/ minutes	Agendas and minutes timeously compiled, printed and reproduced.	1st Quarter Agendas/ Minutes Finalized (Jul-Sept.)2010		2nd Quarter Agendas / Minutes for Oct-Dec 2010		2nd Quarter Agendas / Minutes Finalized (Jan- March 2011)		3rd Quarter Agendas / Minutes Finalized ( April - June 2011)				7%				
3.3 To establish a Drivers Licence Testing Centre	DLTC to be established subject to the DOT's approval of the said application	Annually	Application submitted to Department of Transport	Application submitted to DOT	Site Visit on the approval of the DLTC		Renovations Task Team to finalize Renovations		Renovations in progress / launch to be finalized		Item submitted to Council				7%				
<b>4 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>																			
4.1 To provide sound financial administration of the department to ensure compliance with MFMA	Expenditure within the budget parameters	Quarterly	Departmental budget	Expenditure within budget parameters by 30/06/11	Controls over expenditure for budget parameters		Review the mid year budget		Controls over expenditure for budget parameters		Report to council on the expenditure on the votes				4%				
4.2 To develop a Business Plan for a Traffic Testing Centre.	Draft Business Plan to be done by 30/06/2012	Annually	BP of the Traffic Testing Centre to be submitted to Corridor Funding for approval.	Collation of Information or Draft Business to be done for funders.	Designs and Information being finalized for BP for funders.		Draft BP being finalized.		BP submitted to funders.		BP submitted to Council				5%				
<b>5.GOOD GOVERNANCE AND COMMUNITY PARTICIPATION</b>																			
5.1 To improve the organisational culture	Review of policy on the establishment and functioning	Quarterly	Reviewed Policy on ward committees	Council adopted reviewed Policy on Ward Committee	Collate all information pertaining to the Ward		Draft Ward Committee Policy be finalized		Ward Committee Policy submitted to Council		Council resolution with reference to the ward				7%				



and community participation through workshoping the ward committees	forward committees in Kwazulu Natal Municipalities			s by 30/06/2014	Committee Policy							committee policy finalized.							
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**Table 70: Community needs**

### COMMUNITY NEEDS, RESULTANT FROM CONSULTATION

The table overleaf reflects the revised community needs per ward:

\*from IDP roadshows

Ward	Electricity	Social Facilities and utilities	Roads and Road Services	Sanitation	Youth and Vulnerable Development/Other	Water	Housing
1	No electricity Need an Electricity Sub-station for Sokhulu ward 1 and 2 Nhlanzeni	Siyathuthuka: crèche overcrowded.  UDM to assist with water tankers and more sanitation facilities where community	Need for a bus shelter.  Ward has sandy, unlevelled roads: impact on public transport  Main Road to Sokhulu	Sanitation structures are not in good quality	HlawiniBeeds project Hlanzeni jersey project Thukwini broiler project Ntongonyagwabalanda garden Ward one has a problem with public transport and requested if they could get more buses in the area. Bursaries for school	Ongoing project of water delivery services withthe budget of R12.5m. Project	Housing project is in 3rd phase

	sub station.	<p>facilities are planned.</p> <p>Shelter is needed at pension out points.</p> <p>LM approved budget for Ntongonya sports field in 2007/8</p> <p>Hlanzeni Care centre</p> <p>Diphini Sports Field</p> <p>Ward 1 needs a Tusong centre to be built centrally at Manziamnyama.</p> <p>Need water tanks at crèches or tanks to collect rain water.</p> <p>Career centre</p> <p>Netball ground</p> <p>Hlanzeni netball ground</p>	<p>Needs Upgrading.</p> <p>Need a causeway e Gwabalanda.</p> <p>Need proper maintenance of access roads.</p> <p>Need Road upgrade at Thukwini.</p> <p>Ntongonya Causeway</p> <p>Thukwini road to Nqonqoza</p>		<p>children. ID campaign must be an annual programme because there is an annual growth in population.</p> <p>Manzianunyama Block Making.</p> <p>Ntongonya Block Making.</p> <p>Sukuma bed &amp; breakfast</p> <p>Siyasebenza goat farming (Manzamnyama)</p> <p>AzibuyeEmasisweni Cow Farming</p> <p>Thukwini Block making</p> <p>Silwanobubha Sawing (ManziAmnyama)</p> <p>Zamani goat farming (Thukwini)</p> <p>Thukwini Sawing Project</p> <p>Manzamnyama internet café</p> <p>Sizakala nursery (Manzamyama)</p> <p>Bambisanani blocks making</p> <p>*Bursaries, sports and recreation</p>	<p>estimated to finish in 2009.</p> <p>Water/ water tanks</p>	
2	Need electricity in	Bhokweni Bus shelter	Need proper maintenance			Ward 2 needs emergency	

	ward 2 Need an Electricity Sub-station for Sokhulu ward 1 and 2.  Electricity pump station	Ekuthuleni Bus shelter Empumeni Bus shelter Edengeni Bus shelter Kwamathe Bus shelter KwaSbiya Bus shelter Sun city Bus shelter Thandaza Bus shelter Masuku Bus shelter Thusong centre	of access roads  Waterborne sewerage plant			water.	
3	Electricity infills	Ezikhokwanenicreche MakwathiniCreche  Maqhamu net ball & soccer play ground  Nkunzebomvu net ball & soccer play ground  Need to renovate existing community halls, Fencing of creches and water tank needed in social facilities. Clinic working hours to be extended.	Mabhodla access road to Maqhamu. Chief to makwatini road RBM to Chief road Crossway church assable to maqamu school Mthanti to Mabaso road  Access roads to be levelled Need proper maintenance of access roads.	Sanitati on structu res are not in good quality	Zizamele Community Garden needs fencing. Nyonikayiphumuli Community Garden, the beneficiaries need training as well as seeds Ward 3.  Upgrading of Ekujabulenipansion point  Siyathuthukapoltry  Nkuzebomvu blocks making  Sukumagardin  Upgrading of Nkunzebomvu adult centre	Lack of water in the due to contaminatio n. UDM to offer alternativess Need emergency water in ward 3	Housing developm entcontra ct is on tender

		<p>Mobile police station needed ,</p> <p>Existing sports facility (Nhlabeyilandela) to be extended</p> <p>Community hall in ward 3 needs renovation.</p> <p>Community hall in ward 3 needs renovation.</p> <p>Sports fields in the area need renovation.</p> <p>Need a sports field Ezindabeni (Nhabane) Ward 3</p> <p>Ndabeylandula sports field needs to be maintained.</p> <p>Nkosini small playground and play ground next to Mfolozi Primary School needs upgrading.</p> <p>Nhlanzini small play ground needs upgrading.</p>	<p>Emakwathini road needs upgrading.</p> <p>P515 needs upgrading to tarmac. Need a causeway at Nomtuli River Ward 3.</p> <p>Pedestrian bridges are needed Ezindabeni-eNdabeylandula.</p>					
4	No electricity	<p>Need for a Clinic in the Ward,</p> <p>Sports ground under DM is being vandalised.</p> <p>Bus shelters</p>	<p>Play Ground for children at</p> <p>Magengeni</p> <p>Maqabaqabe ni</p> <p>Community Hall</p> <p>Maqabaqabe</p>	<p>Access roads are in poor condition. P 494 upgrade to tar.</p> <p>Graveling of access roads Ezibomvini Road</p> <p>Graveling 2km</p> <p>Causeway at Mhlatuze River</p> <p>Causeway at Mkhukhuze</p>	<p>Lack of acceptable levels of sanitation facilities</p>	<p>Wards to apply for the available funding for youth cooperatives ZisizeniCo</p> <p>operativeMdungandlovu Poultry Project</p> <p>Bulimeni Poultry Project</p> <p>Nodumo Poultry Project</p> <p>Nyonini Poultry Project</p> <p>Mdungandlovu Sewing Project</p>	<p>Plans in place for a reservoir in the LM.</p> <p>Crime a problem: illegal connection and pipes</p>	Housing needed

		needed, care center for orphans needed, Phumelela LP not functional anymore. Shelter for pension payout points. Mdungandlo vuCreche. MpumeniCreche. Mdungandlo vu Sports Field. Nyonini Sports Field. Bulimeni Small Play Ground. Nodumo Small Play Ground. Nondumo Sports Field. Mdungandlo vu Small Play ground. Mpumeni	ni Primary School Baqoqe Hall Housing Sibusisiwe Hospital Class room extension at Ekupheleni High School Ekupheleni Laboratory Ekupheleni Library Ekupheleni Compute Lab Enhlabosini Computer Lab Baqoqe Computer Lab Jungle Jim Set. CinciCinema Shopping Complex Bulimeni Tourism Centre New Patane	River Causeway at Manzabomvu River Bridge at Mgababa Matshweletshwele Road to be graveled Magageni Road to be graveled Nyakaza road to be graveled Street Light a Mdungandlovu Street Light at Mpumeni		Bulimeni Sewing Nodumo Sewing Ward 4 Community Builder training Workshop Zisize Bakery	Project garden centre Building	theft Farmer Irrigation 15 new water hand pump 5x5000l water tank 20 Dams 2 Dip	
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		Play Ground. Mpumeni New School. Play ground for children. Cinci Swimming Pool. Nyonini Library. Mpumeni Sports Field MJ Masango Sports Field Repair MJ Masango Community Hall Extension Nyonini Community hall Khukhulango qo Multipurpose centre Mdungandlo vu Community Hall Sulphine Community Hall	Dumping site Ekupheleni Dumping Site Sulphine Dumping Site Enhlabosini Dumping Site Cinci Tennis Court Mdungandlo vu Pay Point Shiya Pay Point Vikeleka Police Station Extension of Cinci Clinic for maintenanc e and staff accommodat ion so it can operate 24HRS				
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		Churches Baqoqe School Maintanance and class room extension Phumelela Lower primary School maintenance and class room extension Ekupheleni Fencing Ekupheleni Hall Baqoqe Hall Enhlabosini HP School Staff room Ukuthula Junior Secondary School Luke Mgenge Lower Primary School					
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		<p>Baqoqe Hall</p> <p>Housing</p> <p>Sibusisiwe Hospital</p> <p>Class room extension at Ekupheleni High School</p> <p>Ekupheleni Laboratory</p> <p>Ekupheleni Library</p> <p>Ekupheleni Compute Lab</p> <p>Enhlabosini Computer Lab</p> <p>Baqoqe Computer Lab</p> <p>Jungle Jim Set.</p> <p>CinciCinema Shopping Complex</p> <p>Bulimeni Tourism Centre</p> <p>Ekupheleni Dumping Site</p> <p>Sulphine Dumping Site</p> <p>Enhlabosini Dumping Site</p> <p>Shiya Pay Point</p> <p>Extension of Cinci Clinic for maintenance and staff</p>				
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		<p>accommodation so it can operate 24HRS</p> <p>Vikeleka Police Station</p> <p>Cinci Tennis Court</p> <p>Mdungandlovu Pay Point</p> <p>New Patane Dumping site</p>					
5	<p>Infills</p> <p>R9 mill has been made availabl by the DME to build a powerstation in the Municipal area, Street Light the whole ward, Electricity from Lanjini to kwa JJ.</p>	<p>Sabokwe Bus shelter</p> <p>Sizweni Bus shelter</p> <p>Nzalabantu Bus shelter</p> <p>Othandweni Bus shelter</p> <p>Lanjini Bus shelter</p> <p>Fakazi Bus shelter</p> <p>Kwansele Bus shelter</p> <p>Esigqokweni Bus shelter</p> <p>Need for a Clinic in the Ward.</p> <p>Sport Ground:</p> <p>Sobhokwe 2 Sport Grounds</p>	<p>Access roads are beingupgraded by the LM</p> <p>Need a causeway at Mfosa River in ward 5.</p> <p>Need causeway kawMthetwaUkholwa ward 5.</p> <p>Need causeway Emgovuzweni. Ward 5 also needs pedestrian bridges</p> <p>Ward 05 - Nzalabantu Community Hall</p> <p>Ward 05 - Sabokwe Road</p> <p>Ward 05 - Sabokwe Community hall</p> <p><b><u>CAUSEWAYS</u></b></p>	<p>Sanitati on structu res built by UDM are not in good quality</p> <p>Sanitati on Facilitie s, Sanitati on for the whole ward</p>	<p><b><u>DISABILITY CENTRE</u></b></p> <p>Nzalabantu Disability</p>	<p>Makwathini area has no water, Water from Lanjini to kwa JJ, Boreholes/Ha nd Pumps: Mabhalane,</p> <p>Nhlanzini, Dangazela</p> <p>Mgwaqaza, Smelane</p> <p>Mdletshe, Kwamsane</p> <p>Fakazi.</p>	

		Dangazela Sport Ground	Mathebula				
		Sobhokwe Netball	Isiqhokwini Next to Mdletshe				
		Lanjini Netball	Umthongwana Next to Nhlanzini				
		Young Lilies Netball	Umdibi				
		Dalaiti Netball	KwamlondoEskhaleni				
		Sizanani ( Launch &Coplain)	Kweleyimbuzi				
		Nora Sport Field	Unjenja ( Kwamthuntuthwa				
		CRECHES & CHILD CARE CNTRE:	Sabhokwe Pipe only				
		Open Sesame Creche& Equipment	Nzwabesho Causeway				
		JJ Creche require equipment	KwaPitso pipe only				
		Furniture	Hadebe ( Othandweni)				
		DaladiCreche require equipment	<b><u>ACCESS ROAD</u></b>				
		Library next to Clinic	Nkonzo Road				
		Market Shelter for small entrepreneurs	Santi Road				
		Multipurpose Centre next to Nhlanzini	Mthintuthwa Road				
		New High School at ward 05 Geezer projects from					

		<p>Sizanani to Kwa JJ. Nhlanzini ( additional classroom, hall and require sport ground equipment or combo courts) Sabhokwe require Offices and Combi-Coarts, Nzalabantu&amp;Isabhokwe</p> <p>Upgrading of young Jibs play ground</p>	<p>Mathebula Road</p> <p>Nhlanzini Road</p> <p>Mlondo Road</p> <p>Mabheleni Road</p> <p>Fakazi Road</p> <p>Nobhonya Road</p> <p>Kwansele Road</p> <p>Khayaletumba Road</p> <p>Pitso Road</p> <p>Lanjini Road</p> <p>Thethwayo Road</p> <p><b><u>NATIONAL ROADS</u></b></p> <p>4km from Lanjini to kwa JJ next to RBM.</p> <p><b><u>BUS SHETERS:</u></b></p> <p>Sabokwe Bus</p> <p>Shelter,Dipini Bus Shelter,</p> <p>Sizanani Bus Shelter,</p>				
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			<p>Crossini Bus Shelter,</p> <p>Othandweni Bus Shelter,</p> <p>Lanjani Bus Shelter,</p> <p>Mabhalane Bus Shelter,</p> <p>Nhlanzini Bus Shelter,</p> <p>Fakazi Store Bus Shelter,</p> <p>Nsele Bus Shelter,</p> <p>Esiqhokweni Bus Shelter,</p> <p>Kwa JJ &amp; Vilakazi Corner</p>				
6	<p>Power station required</p> <p>Infills</p> <p>Street lighting</p>	<p>is</p> <p>High School</p> <p>Cemetery</p> <p>Mobile police station</p> <p>Playground upgrade</p> <p>Swimming pool</p> <p>Mzingazi Market stalls</p> <p>Mobile clinic</p> <p>Mzingazi hall renovation</p>	<p>DM to construct Mzingazi Road</p> <p>Number of local roads need to be upgraded</p> <p>Bus shelters</p> <p>Access Roads</p> <p>Causeways</p>	<p>Sanitation structures built by UDM are not in good quality</p>	<p>Youth centre</p> <p>Senior citizen centre</p> <p>Orphanage</p> <p>Computer lab</p> <p>Sports complex</p>	Water	Houses

7	Need to finalise electricity connections	<p>Need library and clinic.</p> <p>Need to upgrade the 'kickabouts'</p> <p>Paypoint Shelter Ekhnana.</p> <p>EmgaziniCreche in Ward 7,</p>	<p>LM busy grading roads as identified by the community. Bridge on the road to KwaHadlaSomota Road needs Regraveling and a causeway. A pedestrian bridge is needed near KwaNdlovuestobini,Nquts hiniRoad,Mvunge Road, Jeke Sibiya Road, Cibigoje Road, Phobobo Road</p> <p>Kwesekhanda Bus Shelter</p> <p>Makheleni Bus Shelter, Lubana Bus Shelter, Dumakude Bus Shelter, Mdletsheni Bus Shelter,Etsheni Bus Shelter, Kwangobese Bus Shelter, KhulaniCreche, Mbuthu Bus Shelter, Mzulwini Bus Shelter, Mthembu Bus Shelter, Jeke Sibiya Bus Shelter, Makhuba Store Bus Shelter, Chama Steshi Bus Shelter, Esilaheni Bus Shelter, Dumezweni Bus Shelter, Ephayindini Bus Shelter</p>	No sanitation project has been implemented	<p>Cwaka Lodge</p> <p>Shopping Complex is required in Ward 7.</p>	<p>Water pipe from Nseleni to Mabuyeni is leaking, hence a delay in the delivery for this community. UDM is attending to the matter. WC requested that UDM official to report back on the water hold up Sigalo Sewing Project</p>	
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8	Need to finalise electricity connections	<p>Need bus shelter and pension payout shelters and creche in Ward 8. Need graveling of road in Ward 8 which is on the first left at the end of the tarred, Road from Mfolozi town to Thandaza,</p> <p>MadunaCreche,</p> <p>Mbabe Old Age Home,</p> <p>Cekeni Sports field,</p> <p>Bumbaneni Sports Field,</p> <p>Bangicala Hall,</p> <p>Thubalethu crèche,</p> <p>Ekupheleni Sports field,</p> <p>Mpumelelo Pay point Shelter,</p> <p>Library,</p> <p>24 Hour Clinic</p> <p>Empumeni Library</p> <p>Ntobozini Small Play Ground</p>	<p>Proper maintainace of access roads Nhlatu needs a pedestrian bridge.</p> <p>Masuku Bus Shelter</p> <p>Mpumelelweni Road</p> <p>Slagheni Road</p> <p>Nhlwathi Road</p> <p>Siphephelo Road</p> <p>Sigaganeni Bus Shelter</p> <p>Thandaza Bus Shelter</p> <p>Masuku Bus Shelter</p> <p>Community Hall</p> <p>Ziyonini Bus Shelter</p> <p>Mbabe Bus Shelter</p> <p>Zonza Bus Shelter</p>	No sanitation project has been implemented	<p>Need to increase communication between the SAPS and the Ward 8 communities to aid curb the increasing crime in Ward 8.</p> <p>Isibonelo Container for Public phones</p> <p>D. T. Car wash project</p> <p>UmzamoWethu Block Making Project</p> <p>Mbovu Poultry Project</p>	<p>She Goats cooperative</p> <p>Bumbaneni Youth Goat Farming</p> <p>Siyaphambili Garden Services</p> <p>Lean Together Catering Services</p> <p>Mbabe car Cleaning Services</p> <p>Sondlisizwe bakery</p> <p>Musakakrestu Sewing Club</p> <p>Halalisani Sewing Club</p> <p>WelaWela</p>	<p>Walela tank is damaged: no water for the community</p> <p>Maduna Tank is Damaged</p>	<p>930 houses were approved, only 70 of the identified need are not yet approved</p> <p>Houses to be Completed</p>
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						Sewing Club		
						Irrigation Scheme Vulindlela Garden requires Irrigation Scheme Masibumb e Garden project		
						Siisy Girl Sewing Project		
						Lean Together Youth Salon		
						Lean Together Vidos, Cembra		
						Bumbanen i Sewing project		
						Pinkie Communit		

						y Garden  Seedlings for cooperativ es  Communit y Poultry Project  Mbabe Block making Project		
9	Mntinya Short Extension  800 infills	<u>COMMUNITY HALLS</u>  Dondotha Community Hall – extension  Mnqagayi Community Hall – New building  Mgatshelwa Community Hall- New Building  Oqazwini Community Hall – New building  Ntokozweni Community Hall – new building	Need for pedestrian crossing in some areas of the ward.  Engozini Bus Shelter Dondotha Clinic Bus Shelter Dondotha Bus Shelter Church Bus Shelter  Mbuthu Bus Shelter KwaZulu Bus Shelter KwaShembe Bus shelter  Welawela bus shelter	Sanitati on structures built by UDM are not in good quality. Ther is a need for a new sanitati on	<u>MAYORAL PROJECTS</u>  Vukani Poultry  Qedindlala Poultry  Welawela Poultry  Ingulule Poultry  Intathakusa Chicken farming  Vukuzame Poultry  Ukhozi Poultry  Vukani Craft	<u>WATER PROJECTS</u>  Ntokozweni water project  Somotha water project  Ward 9 house water connections  <u>DAMS</u>	Need Housing Dondotha Rural Housing Project	



		Mgatshelwa Multi purpose centre - new building	Somotha Bus shelter Nkindlane bus shelter	project for the whole of ward 09	Vezulwazionalo Craft Senzokuhle Craft Dondotha Craft Zizamele beads and craft Sikwenzangothando club Ubumbano Craft Sizanani leather project Mashiza Project Siyakha bricks Making Shukuma Multisave Ekupheleni block making Mzamowethu sewing project Shillanathi Grass cutters Dondotha Farmers Club Zamani Poultry Mgazi Primary Cooperative Zamokuhle leather works Zimisele Poultry	Welawela dam Mnqagayi Dam Nkwalini Dam Mgaleni dam Bhekinhlanhl a dam Macambela dam Ngulule dam Mfeneni dam Ekupheleli dam	
		<u>CLINICS</u> MJ Mobile Clinic Somotha Mobile Clinic	Mtinya Road Upgrade 4km Engozini Road Upgrade 2km Thwala Road Upgrade 2km Mgaleni Road Upgrade 3km Mbovu Road Upgrade 3km Macambela Road Upgrade				
		<u>SMALL PLAYGROUNDS</u> MAKHENI SMALL PLAYGROUND Mgaleni Small Playground Mzini Small play ground Dube Small playground Mgatshelwa Small playground Mankaiyane Small playground Oqazwini Small playground Mbambe Small playground IsuLomphakathi small	Thabethe causeway (one road) Mtinya ( Causeway two roads) Endlovini Causeway Macambela causeway (two road) ROADS Sangweni Road needs gravel Mgaleni Road needs gravel Mafusini Road needs gravel Hlekindoda Road needs				

		playground	gravel				
		Nkonjane Small playground	Mqokolo Road needs gravel		DISABLED CENTRE		
		Ncedomhlophe Small playground			Zisize Disabled Centre requires renovations and new ablution facilities and fencing.		
		<u>SCHOOLS</u>	Somotha Road		ORGANASATIONS		
		Thembalimbe LP School - Renovation	Ekupheleni Road		Zizamele Youth Skills Development		
		Mbude SP School - Renovation and new admin block	Tsheke Road needs gravel		Siyakhana Youth Development Organization		
		Dondotha High School - Renovation	Nkonjane Road		Nqophamlando Youth Organization		
		Mnqagayi CP School - Renovation	Mzini Road		Icebolethu NGO		
		Tshelamanzi High school - School hall	Nsonyama Road		Thulusebenze widow Organisation		
		Mgatshelwa CP School - school hall	Makheni Road				
		Isolomphakathi high school- Renovation and school hall	Hholokohlo road		Requires Soya Beans Plantation at masicaphunisane garden		
		Somotha CP School -	Ward is prone to soil erosion community need assistants to mitigate soil erosion.		Requires irrigation at vulundlela garden		

		Renovation and school hall  Dondotha Technical high school – New building  Oqazwini high school – New building  Nkezo high school - new building  Welawela LP school –new building  <u>CRECHES</u>  ZamimpiloCrteche – New building  Slindokuhle crèche _ new building  MakheniCreche – New Building  BhekinhlahlaCreche – New Building  SiqaloCreche:--New building  Mankayiyane crèche- New Building  Zizamele crèche -toilet					
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		MayenziweCreche - new building  COMMUNITY FACILITIES  Dondotha Police Station - New building  Dondotha Swimming Pool - new  Dondothapolly clinic - Existing  Mhlana Tribal  court - renovations				
10	Mgcogcoma, Madanishi  In fills Mbowu,  New SeHEME  Khiswa  Mvamanzi  Gegede	Need a mobile clinic Pension shelter needed approved for 2007/2008. Creches need to be fenced: KhayaletuCreche.Mobile clinic needed. Emundi Crèche  KhiswaCreche  GegedeCreche  MsunduzeCreche  EsikhaleniCreche	Access roads are needs to be upgraded by the LM NcuthiniHlezane River Causeway Ward 10Emundi Causeway Ward 10SokhwesanaCouseway Ward 10GegedeCouseway Ward 10 Echibini Bus Shelter Ward 10Nkanyezi Bus Shelter Ward 10 EmakhempiniKwakhathi Bus Shelter Ward 10Nkiyankiya Soya kwamqedi Bus Shelter	Lack of acceptable levels of sanitation facilities, Mbomvu, Luhlanga, Mundi		The Uthungulu District has a professor to test all the done work, Mbonvu, Luhlanga, Mundi Dam: Cashment River, Cibini Dam, Gegede Dam, Mnyango Dam, Ncwabe

		Store Paypoint Shelter Nkiyankiya Library Emondi Library Khishwa Library Phatane Library Eskhaleni Store Library Naron City Eskhaleni Store SportsField Sabhuza Sports Field Mphathiswano Sports Field Ekhishwa Hall Gegede Hall Eskhaleni Store Hall, Nqolobane ( Nhlabosini) Creche Madanishini ( Halalisiwe) Creche, KhishwaCreche , MvamanziCreche, GegedeCreche,	Ward 10, Kheswa Road, Nxebeni L1786, Mudi 148m, Skhonkwane 234m, Extension of D875 Mvamanzi, Esidindini Road, Ohlanga Road. Gegede Road			Dam and Nkanyezi Dam	
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		OhlangaCreche, MnguniCreche, QheleniCreche, LembedeCreche, Mobile Clinic: Khiswa Clinic, Mvamanzi Clinic, Gegede Clinic , Mondi Clinic,  Sport field: Gegede Sport field, Qheleni Sport field, Mondi Sport, Community Halls: Nkomazi Hall, Mvamanzi Hall Nkanyezini Pay point Shelter.					
11	No Electricity	Community hall budgeted for in the 2007/2008	Pedestrian bridges needed at Ntobozi River to	Sanitation	Siyazisebenza Catering	Irrigation for gardening	Rural Housing

		financial year.	Sphephelo School	structures built by UDM are not in good quality	Tnolithemba Poultry project	projects,	project needed
		KwaNgwenya Paypoint Shelter	Bus Shelter		Bhokweni garden Needs fencing	Need dams at the following areas;	
		Mthatheni Paypoint Shelter	Mpumeni to Mbongo Mbongo and Nyembe Road needs Graveling.		Bursaries for school children	Nohhahha, Ntobozi,	
		Empumelelo Paypoint Shelter	Nozambula to Mpumeni Roads Needs graveling		Celinhlonipho Bead Project	Ezidonini,	
		Siyaphambili Library	Mboholo road			Mazawula 1, Mazawula 2, Ekusayini, Empumeni, Nozambula,	
		Emtanenkosi Clinic	Dangazela to Tampane Road			10 water tanks needed in the area and 12 new water pumps	
		Empumeni Small Playground	Mgazi Road to Ncanana				
		Ekusayini Small Playground	Mfundisi to mabaso road				
		Mazawula 1 Sports Field	Nombula To Esigaganeni Road				
		Mazawula 2 Sports Field	Shangase to Bhokweni Road				
		Ezidonini Sports Field	Nkunzi Road				
		Ntobozi Small playground	Mweli Road				
		Wohhanna Small Playground	Thunsu Road				
		Sibanisezwe Creche	Mcambi Road				
		Phoziphosi Creche	Ganya to Mtshali Road				
		Mthwana Creche					
		Ntandoyesizwe Creche					
		Mthwana school Class					

		Extension	Mthwana Bus Shelter				
		Bhubhubhu Classroom renovation	Mbuyazi Bus Shelter				
		MbusowabathetwaSchllo	Crèche Bus Shelter				
		Need additional classrooms	Msunduze Bus Shelter				
		Ntobozi School needs renovation	Kwamadela Bus Shelter				
		Mzozani Community hall	Nozambula Bus Shelter				
		Mnqumeni Community Hall	KwaMasuku Bus Shelter				
		NqolezindeComminity Hall	Thandaza Bus Shelter				
		Mqoqi Community Hall	Bhozweni Bus Shelter				
		Ekuthuleni Community Hall	KwaSibiya Bus Shelter				
		Empumelelo Computer Lab	kwaKhoza Bus Shelter				
		Bhubhubhu Computer lab	Ekuthuleni Bus Shelter				
		Mbusowabathethwa Computer Lab					
		Shoping Complex					



12	<p>In fills Sabhuza, Othimi, Ntombo, Fuyeni, Makhwezini, Ntombo, Shayamoya, MthinyExtent ion</p> <p>Sabhuza needs to finalise Electricity connection.</p>	<p>Bus shelters, fencing off burial sites, clinic, library are needed</p> <p>No 7 Small Play ground Didumlungu Small Play ground Mkhuthali Small Play ground Esitezi Small Play ground Fencing required for all community gardens FuyeniCreche (Senamile Biyela) Lutheran Church Creche (Philile Xulu) No7 Gospel Church Creche (Mfolozane)</p> <p>Makwezini Clinic</p> <p>Makwezini Community Hall</p> <p>Mphathiswane Community Hall</p> <p>Sabhuza Community Hall</p> <p>Shayamoya Community Hall</p> <p>EfuyeniCreche</p> <p>LuthelaCreche</p>	<p>Ward 12 is next i.t.o. roads being levelled. The following access roads need maintenance; No 7</p> <p>Mkhuthali Didumlungu Nhangwini Mfolozane Esitezi Ezinkunzini</p> <p>Shayamoya</p> <p>Kwezela</p> <p>Makwezi</p> <p>Shayamoya causeway bridge</p> <p>Mvamanzi Causeway bridge</p> <p>Sabhuza causeway bridge</p> <p>Makhwezini reserve causeway bridge</p> <p>Mphathiswana reserve causeway bridge</p> <p>Fuyeni Reserve causeway bridge</p>	<p>Lack of acceptable levels of sanitation facilities</p> <p>Sabhuza needs new sanitation project.</p>	<p>Removal of the alien plant called Chromolia</p> <p>In need of a church, Incema and Rope For Womens Project Hambaphanbili Cattle Farming need the fencing of the cattle farm renovated.</p> <p>Shayamoya Block Making Projects</p> <p>No7 Youth Project</p> <p>Young Staks Project</p> <p>Broiler Projects</p> <p>VukahlezaneCo operation</p> <p>Seeds and seedlings required for Thembaletu Youth</p> <p>Shoe Making Project Bonisani Project</p> <p>Sewing Project Zamani sewing Project require sewing equipment</p> <p>MakweziniWomens Sewing Club</p> <p>Othini Sewing Club</p> <p>BambananiPoultry Farming</p> <p>EfuyeniPoultry Project</p>	<p>Tampering with stand pipes is a problem in the area. Need to better communicate times for the for arrival of water truck. Dams are required in the following areas;</p> <p>Manyosi</p> <p>KwaBhozo</p> <p>kwaMbona</p> <p>Ezinkunzini</p> <p>Nkawaneni</p> <p>Mahlabamvu</p> <p>Sodombane</p> <p>Nongoje</p> <p>Water reticulation is needed in the following areas;</p> <p>Mfolozane</p> <p>Mkhuthali</p> <p>Didumlungu</p> <p>Nhangwini</p>	<p>Need Housing</p> <p>Sabhuza and Mphathiswana</p> <p>Need Housing</p>
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		<p>Killees Sports Field</p> <p>Schools</p> <p>Phathane need more class rooms and admin block.</p> <p>New Schools</p> <p>Mfolozane P School</p> <p>Shayamoya High School</p> <p>Makhazini Clinic</p> <p>Nougidi Pay Point Shelter</p> <p>Shayamoya Pay Point Shelter</p> <p>Efuyeni Pay Point Shelter</p> <p>Makhwezini Pay Point Shelter</p> <p>Combo court</p> <p>Makhosi High School</p> <p>Mpephose High School</p> <p>Nhlangwine High School captured</p>	<p>Makhwezini Dip</p> <p>Bus Shelters</p> <p>Sabhuza Bus Shelter</p> <p>Mphathiswa Bus Shelter</p> <p>Msasaneni Bus Shelter</p> <p>Shayamoya Bus Shelter</p> <p>Fuyeni Bus Shelter</p> <p>Causeway in Sabhuza Sitezi Fuyeni</p> <p>Sabhuza Cattle Dip</p> <p>Makhwezini Cattle Dip</p> <p>Roads</p>		<p>Soccer Kit and Balls</p> <p>Sabhuza Goat Farming</p> <p>Fuyeni Goat farming</p> <p>Mphathiswa Goat farming</p> <p>Seedlings are required for the following projects:</p> <p>Sabhuza, Shayamoya, Fuyeni and Mphathiswano</p> <p>Samu Catering Cooperative</p> <p>Zasha Block Making</p> <p>Ndiza Poultry</p> <p>Shayamoya Block Making</p> <p>Mgudlatango Block Making</p> <p>Siyazama Grass Cutting Machines</p>	<p>No 7</p> <p>Ezinkunzini Esitezi</p> <p>Fuyeni 2</p> <p>Mphathiswana Extension</p> <p>Manembeni Extension</p> <p>Shayamoya Dam</p> <p>Sabhuza Dam</p> <p>Ntombo Dam</p> <p>Othini Dam</p> <p>Fuyeni Dam</p> <p>Makhwezini Dam</p> <p>Macambela Dam</p> <p>Dip Tank Sabhuza</p>	
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		Mphathiswa P School Nomuwa CP School Fuyeni CP School	Sabhuza Road Sitheza Road Sikhaleni Road Kwezela Road Fuyeni No 7 Road Khumalo Road Fuyeni Bridge Sabhuza Bridge				
13		Creche, bus shelter, clinics, pension payout points, police station needed  Community hall NtuthungaCreche NovunulaCreche ShwashweniCreche OcilwaneCreche Nthuthunga Small Play ground Novunula Small Play ground Shwashweni Small Play		Lack of accepta ble levels of sanitati on facilitie s	Matsheyitshe Community garden Ezinkawini Community Garden Makhasi Community Garden Ntuthunga Goat project Shwashweni Goat project Ocilwane Goat Project Ingwenya Community Garden Nthuthunga Block making project		Need Housing

		ground Ocilwane Small Play ground					
14	ELECTRICITY	FINISHING SCHOOL FET COLLEGE LOCAL EMPLOYMENT WHEN THERE ARE PROJECTS LOCALLY MONTHLY EDUCATIONAL WORKSHOPS IRRIGATION  CONDITION OF NZALABANTU SPORT GROUND  TOILETS • NETBALL FIELDS • COMMUNITY SWIMMING POOLS	ROADS NEEDD TO BE REGRAVELLED  CEMETERY CAUSEWAYS		FENCING OF GARDENS  CONTAINER OFFICES TO PROVIDE INTERNET CAFÉ FRESH VEGETABLE MARKET SEWING MACHINES  Led  COLD ROOMS UMSHINI WAMAPLANGWE HANDCRAFT MARKET PLACE  Childrens crossing		HOUSING
15	<u>ELECTRICITY</u>  100 Households at Phathane  40 Households at Shwashweni  200 Households at Bhubhubhu	<u>COMMUNITY HALLS</u>  Nkiyankiya Community Hall  Phathane MPC Community Hall  Sgaganeni Community Hall  <u>POLICE STATION</u>  Phathane Police Station  <u>CLINICS</u>	<u>BUS SHELTERS</u>  MatsheyintsheBus Shelter  KwaNtusi Bus Shelter  Oshwashweni Bus Shelter  Mnhlonhlweni Bus Shelter  Nkwalini Bus Shelter  Ezidwabeni Bus Shelter		<u>SWIMMING POOL</u>  Shwashweni Swimming Pool  Phathane Swimming Pool  BhubhubhuSimming Pool  <u>MAYORAL PROJECT</u>  Matsheyitshe Community Garden  Phumanimakhosikazi	<u>WATER PROJECTS</u>  Nxebeni Water Project  Bangicala Water Projects  Mfolozane Water Projects	

18 Households at Soya	Shwashweni Clinic Phathane Clinic	Esoya Bus Shelter KwaMvoti Bus Shelter	Community Garden Phathane Community Project	Bhubhubhu Water Projects
20 Households at Mshayini	Bhubhubhu Clinic <u>SPORT FIELDS</u>	KwaKhathi Bus Shelter English Man Bus Shelter	Mbizaneni Projects Ngeswa Projects	Mazawula 1 Water Projects
10 Households at Ezidwabeni	Nxebeni Sport Field Bhubhubhu Sport Field	Mkhiwaneni Bus Shelter Msunduze Bus Shelter	Kwadladla Projects <u>TERTIARY</u>	Mazawula 2 Water Projects
20 Households at Sgaganeni	Shwashweni Sport Field Nkiyankiya Sport Field	Kwa Mbuyazi Bus Shelter Ezisululwini Bus Shelter	Oshwashweni Technical or FET Collage	Nohaha Water Projects
22 Households at Nkiyankiya	Mbiya Sport Field Mthwana Sport Field	Mthwana Bus Shelter KwaMadela Bus Shelter		Busayeni Water Projects
	Colenso Sport Field <u>SPORT COPLEX</u>	Esigaganeni Bus Shelter Enxebeni Bus Shelter		Phathane Water Projects
	Shwasweni Bhubhubhu	Etsheni Bus Shelter Mshayisi Bus Shelter		Nkiyankiya Water Projects
	<u>SCHOOLS</u>	<u>ROADS</u>		
	Mfaniso High School requires renovations and additional Classes	P511 and P494 Tar Road Mthwana Road needs gravel		Shwashweni Water Projects
	<u>NEW SCHOOLS</u>	Hlezane Road needs gravel & Bridge		<u>DAMS</u> Shwashweni
	Phathane Primary School			

		<u>CRECHES</u>	Ntinkulu Road needs gravel & Bridge			Dam	
		MthwanaCreche				Soya Dam	
		SithembimfundoCreche	Madudula Road needs gravel & Bridge			Nkiyankiya Dam	
		PhathaneCreche	Nxebeni Road needs gravel & Bridge			Phathane Dam	
		NkiyankiyaCreche					
		ShwashweniCreche	Mhlobokazi Road needs gravel & Bridge			Mbiya/Msund uze Dam	
		MshayisiCreche					
		Soya crèche	Madela Road needs gravel& Bridge			Mazawula 2 Dam	
		NduloCreche	Mboholo Road needs gravel & Bridge			Nonhlanhla Dam	
		New home creche					
		{hathanecreche	Msunduze Road needs gravel			Nontshologwane Dam	
			Mdlambuzi Road need gravel			Ezisululwini Dam	
			Kwa-Soya Road need gravel			Bhubhubhu Dam	
			Zimfolozane Road				
			Chonco Road				
			Swenkole Road				
			Mbiya Road				
			Zilahle Road				

			Kwamfuphi Road				
			Chibini pedestrian bridge				
			Mthana 2 Road				

ANNEXURES, CONTAINING THE MUNICIPAL DISASTER MANAGEMENT AND THE MUNICIPAL SDF, ARE ATTACHED IN A SEPARATE REPORT WHICH ACCOMPANIES THIS IDP.